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LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



April 16, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County (County) Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the first reporting period, March 1, 2010, through March 15, 2010, totaled \$2,523,187. This figure represents a 48 percent reduction in overtime spending as compared to the same period in February 2010, and a 56 percent reduction over the half-monthly average experienced since the beginning of Fiscal Year (FY) 2009-10. The savings were the result of widespread overtime curtailment efforts including the creation of a Cadre of Administrative Reserve Personnel (CARP) who were assigned to fill line positions in lieu of paying overtime, the curtailment of some administrative functions, and prioritizing services.

The Department has experienced operational impacts as a result of these overtime reduction efforts. Impact examples include:

- Pitchess Detention Center North Facility (PDC-North) was downsized from housing an average daily inmate population of 1,383 in FY 2009-10 to housing a total of 4 inmate workers following the March 21, 2010, curtailment. The downsizing of PDC-North facilitated the redeployment of 179 employees within Custody Division to reduce overtime expenditures.
- Due to the downsizing of Custody Division, male non-violent offenders are currently serving approximately 50 percent of their jail sentences. These

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offenders were serving 80 percent of their sentences prior to the budget curtailments.

During the month of March 2010, Aero Bureau was unable to respond to 84 requests for air support from patrol units due to a lack of available funding, resulting from overtime curtailment.

Many of the employees who make-up the CARP are normally assigned to investigative positions. The time these investigators spend fulfilling their CARP duties is time lost investigating cases. As a result, investigations are taking longer to complete and detective units have experienced a rise in their number of open cases.

- The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number had soared to 8,849 by March 31, 2010, a 46 percent increase.

It has been the practice of the Department's specialized detective units, such as Homicide Bureau, to follow the leads presented by their cases as they develop. Often this required the investigator to work beyond 40-hours per week. The curtailment of overtime spending has impacted the continuity of these types of investigations.

- On March 9, 2010, a homicide suspect agreed to take a polygraph test. The test was delayed until the following day due to overtime constraints. After the delay, the suspect refused to submit to the test.
- On March 25, 2010, Major Crimes Bureau, Surveillance Team I, was unable to assist Operation Safe Streets with the surveillance of a shooting suspect. The detectives had already reached their 40-hour limit for the week.

Many of the Department's administrative functions have a direct tie to public safety. For example, the Los Angeles Regional Crime Information System (LARCIS) is used by investigators and crime analysts to track crime trends and identify possible patterns or suspects.

- The County's hiring freeze and overtime reduction efforts resulted in too few clerks available to complete the timely entry of this critical data. On February 28, 2010, there were 1,010 crime reports whose data had not yet been entered into the system. As of March 31, 2010, that number had grown to 2,968, an increase of 194 percent.

The curtailment of cars in the field due to overtime reduction has begun to have an effect on the Department's response time to calls for service.



- The average response time to an emergency call for service in calendar year 2009, was 4.9 minutes. The average response time to emergency calls in March 2010, was 5.2 minutes. The increase was the most dramatic in the unincorporated County areas where emergency response times rose from 5.5 minutes to 6.4 minutes, a 16 percent increase.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 44.8 minutes in March 2010, an increase of 13 percent.

We understand the necessity to cut \$128 million from our budget for the 16 month period, March 1, 2010, through June 30, 2011. We will continue our efforts to achieve this goal and do our best to minimize the impacts to the communities we serve.

Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA  
SHERIFF

**FY 2009-10 OVERTIME EXPENDITURE  
MARCH 2010 TO JUNE 2010**

(a) DIVISIONS	(b) TARGET MONTHLY OVERTIME EXPENDITURE	(c) TARGET HALF-MONTHLY OVERTIME EXPENDITURE	(d) AVERAGE ACTUAL HALF-MONTHLY OT EXPEND. JUL 09 TO FEB 10	(e) ACTUAL OVERTIME EXPENDITURE MARCH 1-15	(f) ACTUAL OVERTIME EXPENDITURE MARCH 16-31	(g) ACTUAL OVERTIME EXPENDITURE APRIL 1-15	(h) ACTUAL OVERTIME EXPENDITURE APRIL 16-30	(i) ACTUAL OVERTIME EXPENDITURE MAY 1-15	(j) ACTUAL OVERTIME EXPENDITURE MAY 16-31	(k) ACTUAL OVERTIME EXPENDITURE JUNE 1-15	(l) ACTUAL OVERTIME EXPENDITURE JUNE 16-30	(m) TOTAL TARGET OVERTIME EXPENDITURE MARCH 1 TO DATE	(n) TOTAL ACTUAL OVERTIME EXPENDITURE MARCH 1 TO DATE
Admin. Svs	\$32,821	\$16,410	\$133,551	\$26,061								\$16,410	\$26,061
Correctional	\$179,897	\$89,949	\$388,117	\$179,061								\$89,949	\$179,061
Court	\$326,564	\$163,282	\$704,255	\$503,235								\$163,282	\$503,235
Custody	\$256,615	\$128,308	\$748,285	\$261,086								\$128,308	\$261,086
Detective	\$141,538	\$70,769	\$397,572	\$167,236								\$70,769	\$167,236
Executive	\$11,487	\$5,744	\$23,896	\$16,022								\$5,744	\$16,022
LTD	\$24,615	\$12,308	\$72,417	\$36,895								\$12,308	\$36,895
Homeland	\$284,308	\$142,154	\$674,607	\$384,727								\$142,154	\$384,727
FOR I	\$247,385	\$123,692	\$870,739	\$315,510								\$123,692	\$315,510
FOR II	\$294,154	\$147,077	\$976,645	\$351,942								\$147,077	\$351,942
FOR III	\$152,821	\$76,410	\$607,431	\$206,215								\$76,410	\$206,215
Tech. Svs	\$47,795	\$23,897	\$123,909	\$75,197								\$23,897	\$75,197
TOTAL	\$2,000,000	\$1,000,000	\$5,721,424	\$2,523,187	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000	\$2,523,187



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



May 4, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County (County) Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department has maintained its successful efforts to dramatically reduce overtime expenditures in order to reduce \$128 million from our budget by June 30, 2011. The overtime expenditure for the current reporting period, March 16, 2010, through March 31, 2010, totaled \$2,345,085. This figure is slightly lower than the previous reporting period and represents an impressive 59 percent reduction in overtime spending as compared to the half-monthly average accrued in the first eight months of Fiscal Year (FY) 2009-10.

The Department is making every effort to minimize the effect the overtime curtailment has on the public. However, we are experiencing operational impacts which hamper the overall efficiency of our law enforcement mission. Examples of the impacts experienced since the last reporting period include:

- Aero Bureau reports, during the first two weeks of April 2010, 164 requests for air support from patrol units went unanswered due to a lack of available overtime funding.
- Investigators assigned to station detective bureaus continue to fulfill a major role within the Cadre of Administrative Reserve Personnel (CARP), as they are pulled away from their regular duties to fill line positions in lieu of paying overtime. This

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reduces the amount of time spent investigating cases and results in an ever growing backlog of open cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number increased to 9,222 by April 15, 2010. This is a 52 percent increase since the beginning of our current overtime reduction effort.

- Most of the Department's specialized detective units, such as the Homicide and Special Victims Bureaus, report delays in scheduling witness interviews, conducting photo line-ups, and conducting investigative follow-up due to the inability of investigators to work beyond 40-hours per week.
- Evidence processing at the Department's drug laboratories is being hampered by the inability to utilize overtime funds. The result is a backlog in Narcotics Bureau cases at each laboratory site at least 2.4 times higher than the average backlog in 2009. For example, the average number of unprocessed Narcotics Bureau cases at the Century Regional Crime Laboratory in 2009 was 80. Currently it stands at 194, a dramatic 143 percent increase. The delay in processing this evidence jeopardizes the laboratory's ability to meet court deadlines, results in an increase in rush cases which have to be handled immediately, and disrupts the normal flow and efficiency of the laboratory's operations.
- The Los Angeles Regional Crime Information System (LARCIS) is used by investigators and crime analysts to track crime trends and identify possible patterns or suspects. The County's hiring freeze and overtime reduction efforts resulted in too few clerks available to complete the timely entry of this critical data. On February 28, 2010, there were 1,010 crime reports whose data had not yet been entered into the system. As of April 15, 2010, that number had reached 4,659, an increase of 361 percent.
- The Operation Safe Streets (OSS) Team assigned to Compton Sheriff's Station reports a backlog of Field Incident Reports awaiting entry into the CalGangs database. The prompt entry of these reports is essential to keep abreast of the emergence of new gangs, and to track the activity and location of gang members. As of April 11, 2010, the number of reports which needed to be entered into the system from Compton OSS exceeded 1,000.

The amount of time it takes for a patrol unit to respond to a call for service is influenced by many factors including: call volume, the complexity of the service required, the responding deputy's experience and familiarity with the service area, and the physical distance between calls. Any combination of these factors can increase or decrease response times. Fluctuations in response times are to be expected, based upon the conditions in effect at the time a call is received. Although the Department's response time to calls for service has increased since undertaking our overtime reduction efforts,

the increase remains relatively unchanged between the current and previous reporting periods.

- The average response time to an emergency call for service in calendar year 2009, was 4.9 minutes. The average response time to emergency calls from April 1, 2010, through April 15, 2010, was 5.1 minutes, an increase of 4 percent. The increase in the unincorporated County areas rose from 5.5 minutes to 6.0 minutes, a 9 percent increase.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 45.4 minutes during the first two weeks of April, an increase of 15 percent.

These economic times require all of us to make difficult decisions regarding the best way to allocate limited resources. We will continue our efforts to meet our budgetary obligations while minimizing the impacts to the communities we serve.

Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

LEROY D. BACA, SHERIFF

A handwritten signature in cursive script, reading "Larry L. Waldie".

LARRY L. WALDIE  
UNDERSHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



May 13, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County (County) Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures have continued to steadily decline for the third straight reporting period. The overtime expenditure for the current period, April 1, 2010, through April 15, 2010, totaled \$2,188,569, a 62 percent reduction in overtime spending as compared to the half-monthly average accrued in the first 8 months of Fiscal Year (FY) 2009-10. However, the actual monetary outlay for overtime is dramatically lower than it appears on the surface. Of the more than \$2 million expended during this reporting period, 76 percent or \$1,670,754 is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$517,815.

The Department remains vigilant in its efforts to significantly reduce overtime expenditures in order to reduce \$128 million from our budget by June 30, 2011. However, these overtime reductions have resulted in a loss of optimum operational efficiency. Examples of the operational impacts which occurred between April 16 and April 30, 2010, include:

- Aero Bureau reports 111 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations.

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- Most of the Department's specialized detective units, including Homicide and Major Crimes Bureaus, continue to report delays in conducting investigative follow-up due to a lack of available overtime funding.
- Court Services Division, Civil Management Unit, has dedicated its staff to the Cadre of Administrative Reserve Personnel. Since our last report, members of the Civil Management Unit were called away from their normal assignments 50 times to fill line positions in lieu of paying overtime. As a result, the service of civil processes has been delayed creating a backlog. For the court week ending April, 24, 2010, the number of protective orders, which remained unserved rose from 115 to 143, increasing the week to week carryover by 24 percent.
- Field Operations Region III reports 80 hours of scheduled mandatory recurrent training were deferred to a future date to avoid overtime usage, during the last week of April. The California Commission on Peace Officers Standards and Training requires all law enforcement officers to receive 14 hours of recurrent training every 2 years. While deferring training has been a successful and necessary tool in our overtime reduction efforts, the training requirements must be met at some point to ensure compliance with State regulations and to ensure our deputies maintain the skills necessary to protect themselves and our communities. The deferral of training now will result in a backlog of training deficiencies in the future.

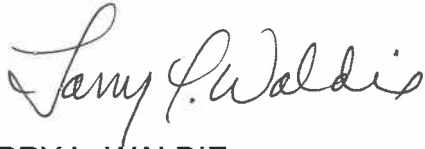
Fluctuations in response times are to be expected, based upon the conditions in effect at the time a call is received. Any number of factors, such as call volume and the physical distance between calls, can increase or decrease response times. However, for the third straight reporting period, the Department's overall response time to calls for service remains higher than it was prior to our undertaking overtime reduction efforts.

- The average response time to an emergency call for service in calendar year 2009, was 4.9 minutes. The average response time to emergency calls from April 16, 2010, through April 30, 2010, was 5.9 minutes, an increase of 20 percent. However, the response time to emergencies in the unincorporated County areas decreased slightly, from 5.5 minutes to 5.2 minutes.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 46.9 minutes during the second half of April, an increase of 18 percent. Response times to routine calls in the unincorporated County areas averaged 55.1 minutes during this reporting period, a considerable increase of 22 percent above the 2009 average.

The Department is continually evaluating our overtime reduction methods in an effort to mitigate the impact on public service and to ensure public safety is not compromised, while meeting our budgetary obligations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

LEROY D. BACA, SHERIFF

A handwritten signature in cursive script, reading "Larry L. Waldie".

LARRY L. WALDIE  
UNDERSHERIFF



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**FY 2009-10 OVERTIME EXPENDITURE**  
**MARCH 2010 TO JUNE 2010**

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)	(p)
DIVISIONS	TARGET MONTHLY OVERTIME EXPENDITURE	TARGET HALF-MONTHLY OVERTIME EXPENDITURE	AVERAGE ACTUAL HALF-MONTHLY OT EXPEND. JUL 09 TO FEB 10	ACTUAL OVERTIME EXPENDITURE MARCH 1-15	ACTUAL OVERTIME EXPENDITURE MARCH 16-31	SAVINGS OVER THE AVERAGE HALF-MONTHLY OT EXPEND.	ACTUAL OVERTIME EXPENDITURE APRIL 1-15	SAVINGS OVER THE AVERAGE HALF-MONTHLY OT EXPEND.	ACTUAL OVERTIME EXPENDITURE APRIL 16-30	ACTUAL OVERTIME EXPENDITURE MAY 1-15	ACTUAL OVERTIME EXPENDITURE MAY 16-31	ACTUAL OVERTIME EXPENDITURE JUNE 1-15	ACTUAL OVERTIME EXPENDITURE JUNE 16-30	TOTAL TARGET OVERTIME EXPENDITURE MARCH 1 TO DATE	TOTAL ACTUAL OVERTIME EXPENDITURE MARCH 1 TO DATE
															(e)+(f)+(h)
Admin. Svs	\$32,821	\$16,410	\$133,551	\$26,061	\$7,549	94%	\$8,712	93%						\$49,231	\$42,322
Correctional	\$179,897	\$89,949	\$388,117	\$179,061	\$156,276	60%	\$149,736	61%						\$269,846	\$485,073
Court	\$326,564	\$163,282	\$704,255	\$503,235	\$490,278	30%	\$531,835	24%						\$489,846	\$1,525,348
Custody	\$256,615	\$128,308	\$748,285	\$261,086	\$234,162	69%	\$211,925	72%						\$384,923	\$707,173
Defective	\$141,538	\$70,769	\$397,572	\$167,236	\$216,442	46%	\$196,301	51%						\$212,308	\$579,979
Executive	\$11,487	\$5,744	\$23,896	\$16,022	\$23,995	0%	\$16,078	33%						\$17,231	\$56,095
LTD	\$24,615	\$12,308	\$72,417	\$36,895	\$41,612	43%	\$35,806	51%						\$36,923	\$114,313
Homeland	\$284,308	\$142,154	\$674,607	\$384,727	\$307,232	54%	\$297,310	56%						\$426,462	\$989,269
FOR I	\$247,385	\$123,692	\$870,739	\$315,510	\$317,939	63%	\$263,978	70%						\$371,077	\$897,427
FOR II	\$294,154	\$147,077	\$976,645	\$351,942	\$332,012	66%	\$240,297	75%						\$441,231	\$924,251
FOR III	\$152,821	\$76,410	\$607,431	\$206,215	\$168,244	72%	\$187,472	69%						\$229,231	\$561,931
Tech. Svs	\$47,795	\$23,897	\$123,909	\$75,197	\$49,344	60%	\$49,119	60%						\$71,692	\$173,660
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$1,000,000</b>	<b>\$5,721,424</b>	<b>\$2,523,187</b>	<b>\$2,345,085</b>	<b>59%</b>	<b>\$2,188,569</b>	<b>62%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,000,000</b>	<b>\$7,056,841</b>
% Reimbursed				72.49%	78.53%		76.34%								
\$ Reimbursed				\$1,829,058	\$1,841,595		\$1,670,754								

As of: April 16, 2010



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



May 27, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, April 16, 2010, through April 30, 2010, increased slightly since the last reporting period. The total overtime expenditure was \$2,448,024. Seventy-five percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$604,662.

The slight rise in overtime spending during this reporting period was partially attributable to increased demands placed on the Department's Detective and Field Operations Divisions. During this period, two deputy involved shooting incidents occurred that each required enormous resources. The first shooting occurred as a deputy was heroically apprehending the suspect of a triple murder and attempted arson in the city of Bellflower. The second occurred when a deputy returned fire after being shot by a suspect during a routine traffic stop in the Lomita area. Both of these incidents required resources to contain the scene, preserve and collect evidence, interview witnesses, and complete other investigative tasks. While the Department remains committed to the reduction of \$128 million from our budget by June 30, 2011, public safety remains our top priority. It is expected that overtime usage will increase when emergencies or other events which call for immediate law enforcement intervention occur.

*A Tradition of Service*

Despite the slight increase, the Department's efforts still resulted in an impressive 57 percent reduction in overtime spending as compared to the half-monthly average accrued in the first 8 months of Fiscal Year (FY) 2009-10. Such a drastic reduction in overtime spending has impacted every area of Departmental operations. Examples of the operational impacts, which occurred between May 1 and May 15, 2010, include:

- Aero Bureau reports 180 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations.
- Scientific Services Bureau (SSB) reports significant impacts within the Latent Prints Section resulting from the Department's overtime reduction efforts. Staff members have had to adjust their schedules to accommodate field assignments, which require an immediate response for the collection of fingerprint evidence without the use of overtime. This has caused significant delays in responses to lower priority property crimes, which are often deferred until print examiners are available to respond within their regular work schedule. These deferred responses have resulted in valuable fingerprint evidence being lost when property owners are unwilling or unable to wait the extended period of time required to have their home, vehicle, or business printed.
- In addition to evidence collection, SSB has also experienced an increased backlog in fingerprint analysis. In December of 2009, SSB reported a backlog of 41 cases, which were awaiting fingerprint comparisons. As of May 2, 2010, that backlog had more than doubled to 101 cases, 68 of which were homicides. The delay in the analysis of fingerprint evidence hampers the overall effectiveness of our investigations and ultimately may allow some criminals to remain at large longer than necessary.

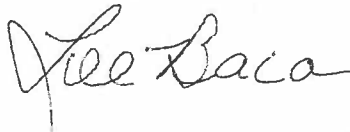
Although our overtime reduction efforts have put a strain on the Department's resources, the Cadre of Administrative Reserve Personnel (CARP) have been very successful in mitigating the direct impact to our patrol operations. Personnel assigned to CARP have regularly been pulled away from their normal duties to fill line positions in lieu of using overtime. The extraordinary efforts of these Department members have allowed us to maintain the equitable distribution of patrol deputies between contract cities and unincorporated communities. The total number of service minutes provided to the unincorporated areas during the month of March 2010, did not drop below the Department average as recorded for the first 8 months of FY 2009-10.

- As Department investigators continue to dedicate themselves to fulfilling their CARP duties, time investigating cases continues to be lost. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number rose significantly to 8,807 by May 15, 2010, an increase of 46 percent.

- Members of the Court Services Division, Civil Management Unit, also fulfilled their CARP obligations and filled a total of 65 line positions during this reporting period. As a result, the backlog of their field duties increased by 7 percent.
- Field Operations Region III, reports that 112 hours normally dedicated to community relations efforts, were curtailed as the community relations staff fulfilled their CARP obligations.

The Department is continually reprioritizing our service obligations to mitigate the impact of our budget reduction on our communities and maintain the highest possible level of public safety. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy Baca". The signature is written in dark ink and is positioned above the printed name.

LEROY D. BACA  
SHERIFF

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**FY 2009-10 OVERTIME EXPENDITURE**  
**MARCH 2010 TO JUNE 2010**

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)
DIVISIONS	TARGET MONTHLY OVERTIME EXPENDITURE	TARGET HALF-MONTHLY OVERTIME EXPENDITURE	AVERAGE ACTUAL HALF-MONTHLY OT EXPEND. JUL 09 TO FEB 10	ACTUAL OVERTIME EXPENDITURE MARCH 1-15	ACTUAL OVERTIME EXPENDITURE MARCH 16-31	ACTUAL OVERTIME EXPENDITURE APRIL 1-15	ACTUAL OVERTIME EXPENDITURE APRIL 16-30	SAVINGS OVER THE AVERAGE HALF-MONTHLY OT EXPEND.	ACTUAL OVERTIME EXPENDITURE MAY 1-15	ACTUAL OVERTIME EXPENDITURE MAY 16-31	ACTUAL OVERTIME EXPENDITURE JUNE 1-15	ACTUAL OVERTIME EXPENDITURE JUNE 16-30	TOTAL TARGET OVERTIME EXPENDITURE MARCH 1 TO DATE	TOTAL ACTUAL OVERTIME EXPENDITURE MARCH 1 TO DATE
														(e)+(f)+(g)+(h)
Admin. Svs	\$32,821	\$16,410	\$133,551	\$26,061	\$7,549	\$8,712	\$20,658	85%					\$65,641	\$62,980
Correctional	\$179,897	\$89,949	\$388,117	\$179,061	\$156,276	\$149,736	\$153,346	60%					\$359,795	\$638,419
Court	\$326,564	\$163,282	\$704,255	\$503,235	\$490,278	\$531,835	\$407,470	42%					\$653,128	\$1,932,818
Custody	\$256,615	\$128,308	\$748,285	\$261,086	\$234,162	\$211,925	\$217,035	71%					\$513,231	\$924,208
Detective	\$141,538	\$70,769	\$397,572	\$167,236	\$216,442	\$196,301	\$240,034	40%					\$283,077	\$820,013
Executive	\$11,487	\$5,744	\$23,896	\$16,022	\$23,995	\$16,078	\$20,835	13%					\$22,974	\$76,930
LTD	\$24,615	\$12,308	\$72,417	\$36,895	\$41,612	\$35,806	\$59,767	17%					\$49,231	\$174,080
Homeland	\$284,308	\$142,154	\$674,607	\$384,727	\$307,232	\$297,310	\$387,556	43%					\$568,615	\$1,376,825
FOR I	\$247,385	\$123,692	\$870,739	\$315,510	\$317,939	\$263,978	\$345,228	60%					\$494,769	\$1,242,655
FOR II	\$294,154	\$147,077	\$976,645	\$351,942	\$332,012	\$240,297	\$344,000	65%					\$568,308	\$1,268,251
FOR III	\$152,821	\$76,410	\$607,431	\$206,215	\$168,244	\$187,472	\$199,618	67%					\$305,641	\$761,549
Tech. Svs	\$47,795	\$23,897	\$123,909	\$75,197	\$49,344	\$49,119	\$52,477	58%					\$95,590	\$226,137
<b>TOTAL</b>	<b>\$2,000,000</b>	<b>\$1,000,000</b>	<b>\$5,721,424</b>	<b>\$2,523,187</b>	<b>\$2,345,085</b>	<b>\$2,188,569</b>	<b>\$2,448,024</b>	<b>57%</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,000,000</b>	<b>\$9,504,865</b>
% Reimbursed				72.49%	78.53%	76.34%	75.30%							
\$ Reimbursed				\$1,829,058	\$1,841,595	\$1,670,754	\$1,843,362							

As of : May 2, 2010



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



June 9, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County (County) Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, May 1, 2010, through May 15, 2010, totaled \$3,042,820. Seventy-four percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$802,087.

The continued savings are a result of widespread overtime curtailment efforts including the Cadre of Administrative Reserve Personnel (CARP) who were assigned to fill line positions in lieu of paying overtime, the curtailment of some administrative functions, and prioritizing what services can be provided given current overtime and staffing constraints. The Department continues to experience operational impacts as a result of these overtime reduction efforts. Examples of the impacts which occurred between May 16 and May 31, 2010, include:

- Investigators assigned to the Field Operations Regions (FOR) continue to fulfill their CARP obligations; as a result less time is spent actually investigating cases. This has caused a steady increase in the number of open cases assigned to station detective bureaus as case closures are delayed. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28,

*A Tradition of Service*

2010. That number grew to 9,421 by May 31, 2010, a 56 percent increase since the beginning of our current overtime reduction efforts.

- Detective Division reports each of its bureaus continue to experience delays in conducting investigative follow-up, such as the service of search warrants, due to the lack of overtime funds and the fulfillment of CARP obligations.
- Supervisors within Custody Division are closely monitoring overtime spending. Whenever possible, they are opting to curtail line positions instead of filling the vacancies with personnel on overtime. As a result 6,216 hours or 777 shifts, went unfilled within the jail system during the last two weeks of May. The curtailment decreased the number of staff members available for inmate supervision and increased the demands on existing personnel.
- FOR's are also curtailing positions in lieu of filling vacancies with overtime. For example, in Region III, 376 hours or 47 shifts of line supervision were curtailed between May 16 and May 29, 2010. This reduced the amount of employee supervision and oversight of patrol operations and delayed the submission of risk management documentation.

Many of the Department's administrative functions have a direct tie to public safety and are adversely impacted by a lack of available staff and the inability to compensate for the staffing shortage without the use of overtime.

- The Los Angeles Regional Crime Information System (LARCIS) is used by investigators and crime analysts to track crime trends and identify possible patterns or suspects. The County's hiring freeze and overtime reduction efforts resulted in too few clerks available to complete the timely entry of this critical data. On February 28, 2010, there were 1,010 crime reports whose data had not yet been entered into the system. As of May 31, 2010, that number had reached 6,216, an increase of 515 percent.
- Scientific Services Bureau (SSB) reports a rapidly increasing backlog of narcotics cases awaiting analysis. Due to the extensive training and certification required to perform narcotics analysis, there are a limited number of criminalists who can complete this function. In the past, SSB has relied on overtime to maintain the backlog. The average backlog in 2009 was 256 cases awaiting analysis. On May 27, 2010, that backlog stood at 781 cases, a 205 percent increase.
- Facilities Services Bureau reports a steady increase in the number of maintenance work orders which have not been completed within 30 days because overtime is not available to complete projects after hours. These maintenance requests are for a number of services including electrical and

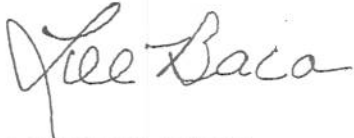


June 9, 2010

plumbing repairs, masonry work, lighting replacement, as well as preventative maintenance. The backlog of work orders over 30 days old increased by 40 percent in a one month period, from 2,926 on April 30, 2010, to 4,098 on May 31, 2010.

The Department will meet its budgetary obligation to cut \$128 million by June 30, 2011. However, the efforts required to meet this extraordinary goal are proving to have a mounting impact on the efficiency of Departmental operations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in dark ink, appearing to read "Leroy Baca". The signature is fluid and cursive, with the first name "Leroy" written in a larger, more prominent script than the last name "Baca".

LEROY D. BACA  
SHERIFF





LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



June 23, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County (County) Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, May 16, 2010, through May 31, 2010, totaled \$2,622,112. Seventy-four percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$692,762.

This period completes the first three months of our overtime curtailment efforts. In each of the six bi-weekly periods, the Department's overtime spending had been reduced from 48 to 62 percent as compared to the half-monthly average accrued in the first 8 months of Fiscal Year (FY) 2009-10. The total overtime savings exceeded \$19 million. While this saving has furthered us toward our goal of reducing the Department's budget by \$128 million prior to June 30, 2011, we continue to experience operational impacts as a result of the overtime reduction efforts. Examples of the impacts which occurred between June 1 and June 15, 2010, include:

- Custody Operations Division reports that, whenever possible, they are opting to curtail line positions instead of filling the vacancies with personnel on overtime. As a result 6,810 hours or 851 shifts went unfilled within the jail system during the first two weeks of June. The curtailment decreased the number of staff

*A Tradition of Service*

members available for inmate supervision and increased the demands on existing personnel.

- All Field Operations Regions (FORs) report curtailing field units instead of filling the positions with personnel on overtime. For example, FOR I curtailed 363 field positions during the first two weeks of June. The loss of field personnel negatively impacts the amount of time deputies spend conducting routine patrol. Instead deputies spend the majority of their time traveling from call to call. As a result, FORI deputies made 126 fewer arrests resulting from their observations than the Region's bi-weekly average in 2009.
- Aero Bureau reports 105 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations.

The Cadre of Administrative Reserve Personnel (CARP), who are assigned to fill line positions in lieu of paying overtime, continues to be a valuable tool in our overtime reduction efforts.

- All FORs report their investigators are fulfilling their CARP obligations and, as a result, they are spending less time actually investigating cases. This has caused a steady increase in the number of open cases assigned to station detective bureaus as case closures are delayed. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 9,638 by June 15, 2010, an average growth of 1,000 cases per month since the beginning of our overtime reduction efforts.
- Detective Division reports each of its bureaus continue to experience delays in conducting investigative follow-up, such as the service of search warrants, due to the lack of overtime funds and the fulfillment of CARP obligations.

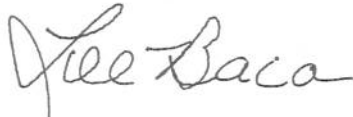
The time it takes the Department to respond to calls for service is influenced by any number of factors including call volume at the time a report is received and the physical distance between calls. As a result, response times are expected to fluctuate. However, the Department's overall response time to calls for service remains higher than it was prior to our undertaking overtime reduction efforts. We believe this increase is tied to a reduction of cars in the field due to curtailments and the use of CARP personnel who are not as familiar with specific station areas.

- The average response time to an emergency call for service in calendar year 2009, was 4.9 minutes. The average response time to emergency calls during the first two weeks of June 2010, was 5.3 minutes, an increase of 8 percent. The response time to emergencies in the unincorporated County areas increased 9 percent, from 5.5 minutes to 6 minutes.

- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 44 minutes, an increase of 11 percent. Response times to routine calls in the unincorporated County areas averaged 52 minutes during this reporting period, an increase of 15 percent above the 2009 average.

The Department is working diligently to meet its budgetary obligations while mitigating the impact on the communities we serve. As always, public safety remains our foremost priority. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy D. Baca". The signature is written in dark ink and is positioned above the printed name and title.

LEROY D. BACA  
SHERIFF

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**FY 2009-10 OVERTIME EXPENDITURE**  
**MARCH 2010 TO JUNE 2010**

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)
DIVISIONS	TARGET MONTHLY OVERTIME EXPENDITURE	TARGET HALF-MONTHLY OVERTIME EXPENDITURE	AVERAGE ACTUAL HALF-MONTHLY OT EXPEND. JUL 09 TO FEB 10	ACTUAL OVERTIME EXPENDITURE MARCH 1-15	ACTUAL OVERTIME EXPENDITURE MARCH 16-31	ACTUAL OVERTIME EXPENDITURE APRIL 1-15	ACTUAL OVERTIME EXPENDITURE APRIL 16-30	ACTUAL OVERTIME EXPENDITURE MAY 1-15	ACTUAL OVERTIME EXPENDITURE MAY 16-31	SAVINGS OVER THE AVERAGE HALF-MONTHLY OT EXPEND.	ACTUAL OVERTIME EXPENDITURE JUNE 1-15	ACTUAL OVERTIME EXPENDITURE JUNE 16-30	TOTAL TARGET OVERTIME EXPENDITURE MARCH 1 TO DATE	TOTAL ACTUAL OVERTIME EXPENDITURE MARCH 1 TO DATE
														(e)+(f)+(g)+(h)+(i)+(j)
Admin. Svs	\$32,821	\$16,410	\$133,551	\$26,061	\$7,549	\$8,712	\$20,558	\$7,098	\$19,830	85%			\$98,462	\$70,078
Correctional	\$179,897	\$89,949	\$388,117	\$179,061	\$156,276	\$149,736	\$153,346	\$154,321	\$131,038	66%			\$539,692	\$792,740
Court	\$326,564	\$163,282	\$704,255	\$503,235	\$490,278	\$531,835	\$407,470	\$536,311	\$394,234	44%			\$979,692	\$2,469,129
Custody	\$256,615	\$128,308	\$748,285	\$261,086	\$234,162	\$211,925	\$217,035	\$326,305	\$194,643	74%			\$769,846	\$1,250,513
Detective	\$141,538	\$70,769	\$397,572	\$167,236	\$216,442	\$196,301	\$240,034	\$333,360	\$234,612	41%			\$424,615	\$1,153,373
Executive	\$11,487	\$5,744	\$23,896	\$16,022	\$23,995	\$16,078	\$20,835	\$57,567	\$95,676	0%			\$34,462	\$134,497
LTD	\$24,615	\$12,308	\$72,417	\$36,895	\$41,612	\$35,806	\$59,767	\$62,935	\$62,235	14%			\$73,846	\$237,015
Homeland	\$284,308	\$142,154	\$674,607	\$384,727	\$307,232	\$297,310	\$387,556	\$471,103	\$439,953	35%			\$852,923	\$1,847,928
FOR I	\$247,385	\$123,692	\$870,739	\$315,510	\$317,939	\$263,978	\$345,228	\$346,476	\$346,979	60%			\$742,154	\$1,589,131
FOR II	\$294,154	\$147,077	\$976,645	\$351,942	\$332,012	\$240,297	\$344,000	\$424,276	\$401,300	59%			\$882,462	\$1,692,527
FOR III	\$152,821	\$76,410	\$607,431	\$206,215	\$168,244	\$187,472	\$199,618	\$262,124	\$245,292	60%			\$458,462	\$1,023,673
Tech. Svs	\$47,795	\$23,897	\$123,909	\$75,197	\$49,344	\$49,119	\$52,477	\$60,944	\$56,320	55%			\$143,385	\$287,081
TOTAL	\$2,000,000	\$1,000,000	\$5,721,424	\$2,523,187	\$2,345,085	\$2,188,569	\$2,448,024	\$3,042,820	\$2,622,112	54%	\$0	\$0	\$6,000,000	\$12,547,685
% Reimbursed				72.49%	78.53%	76.34%	74.29%	73.64%	73.58%					
\$ Reimbursed				\$1,829,058	\$1,841,595	\$1,670,754	\$1,818,637	\$2,240,733	\$1,929,350					

As of: June 17, 2010



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



July 14, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, June 1, 2010, through June 15, 2010, totaled \$3,490,293. This figure represents an impressive 39 percent reduction in overtime spending as compared to the half-monthly average accrued during the first 8 months of Fiscal Year (FY) 2009-10. Seventy-five percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$878,507.

The overtime usage is expected to fluctuate due to any number of factors including; daily staffing levels, the number and severity of calls for service received, and the complexity of investigations being conducted. The Department is committed to reducing its budget by \$128 million prior to June 30, 2011, and has made great strides in its efforts to reach this lofty goal through its overtime reduction measures. However, public safety remains the Department's top priority. Overtime will be used when circumstances necessitate doing so.

While overtime usage was up slightly this period over last, the Department continues to experience operational impacts, especially within critical support and investigative units, as a result of the overtime reduction efforts. Examples of the impacts which occurred between June 16 and June 30, 2010, include the following:

*A Tradition of Service*

- Technical Services Division (TSD) reports an increasing backlog of narcotics evidence awaiting analysis. The average backlog in 2009 was 256 cases awaiting analysis. Due to the extensive training and certification required to perform narcotics analysis, there are a limited number of criminalists who can complete this function. In the past, TSD had relied on overtime to maintain the backlog. Since instituting the current overtime reduction efforts, the backlog has grown to 920 unanalyzed drug cases, a 259 percent increase.
- Custody Operations Division reports that, whenever possible, they are opting to curtail line positions instead of filling the vacancies with personnel on overtime. As a result 6,868 hours or 858 shifts went unfilled within the jail system during the last two weeks of June. The curtailment decreased the number of staff members available for inmate supervision and increased the demands on existing personnel.
- Aero Bureau reports 155 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations.

The Cadre of Administrative Reserve Personnel (CARP), who are assigned to fill line positions in lieu of paying overtime, continues to be a valuable tool in our overtime reduction efforts.

- All Field Operations Regions (FORs) report their investigators are fulfilling their CARP obligations and, as a result, they are spending less time actually investigating cases. This has caused a steady increase in the number of open cases assigned to station detective bureaus as case closures are delayed. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 10,239 by June 30, 2010, an increase of 69 percent.
- FORs also report impacts to community relations efforts as a result of CARP obligations. For example, FOR III reports 202 hours normally dedicated to employee participation in valuable programs such as the Youth Activities League and the Vital Intervention and Directional Alternatives were redirected to patrol to assist with overtime savings.
- Detective Division reports each of its bureaus continue to experience delays in conducting investigative follow-up, such as the service of search warrants, due to the lack of overtime funds and the fulfillment of CARP obligations.

The Department is continually evaluating our overtime usage in an effort to maximize savings, while minimizing the impact of our efforts on the communities we serve.

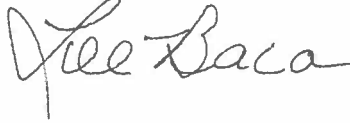
The Honorable Board of Supervisors

-3-

July 14, 2010

Should you have any questions or require additional information, please contact  
Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy Baca". The signature is written in dark ink and is positioned above the printed name.

LEROY D. BACA  
SHERIFF

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT**  
**FY 2009-10 OVERTIME EXPENDITURE**  
**MARCH 2010 TO JUNE 2010**

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)	(m)	(n)	(o)
DIVISIONS	TARGET MONTHLY OVERTIME EXPENDITURE	TARGET HALF-MONTHLY OVERTIME EXPENDITURE	AVERAGE ACTUAL HALF-MONTHLY OT EXPEND. JUL 09 TO FEB 10	ACTUAL OVERTIME EXPENDITURE MARCH 1-15	ACTUAL OVERTIME EXPENDITURE MARCH 16-31	ACTUAL OVERTIME EXPENDITURE APRIL 1-15	ACTUAL OVERTIME EXPENDITURE APRIL 16-30	ACTUAL OVERTIME EXPENDITURE MAY 1-15	ACTUAL OVERTIME EXPENDITURE MAY 16-31	ACTUAL OVERTIME EXPENDITURE JUNE 1-15	SAVINGS OVER THE AVERAGE HALF-MONTHLY OT EXPEND.	ACTUAL OVERTIME EXPENDITURE JUNE 16-30	TOTAL TARGET OVERTIME EXPENDITURE MARCH 1 TO DATE	TOTAL ACTUAL OVERTIME EXPENDITURE MARCH 1 TO DATE
														(e)+(f)+(g)+(h)+(i)+(j)+(k)
Admin. Svs	\$32,821	\$16,410	\$133,551	\$26,061	\$7,549	\$8,712	\$20,658	\$7,098	\$19,830	\$16,744	87%		\$114,872	\$106,652
Correctional	\$179,897	\$89,949	\$388,117	\$179,061	\$156,276	\$149,736	\$153,346	\$154,321	\$131,038	\$162,277	58%		\$629,641	\$1,086,055
Court	\$326,564	\$163,282	\$704,255	\$503,235	\$490,278	\$531,835	\$407,470	\$536,311	\$394,234	\$642,559	9%		\$1,142,974	\$3,505,922
Custody	\$256,615	\$128,308	\$748,285	\$261,086	\$234,162	\$211,925	\$217,035	\$326,305	\$194,643	\$259,633	65%		\$898,154	\$1,704,789
Detective	\$141,538	\$70,769	\$397,572	\$167,236	\$216,442	\$196,301	\$240,034	\$333,360	\$234,612	\$308,209	22%		\$495,385	\$1,696,194
Executive	\$11,487	\$5,744	\$23,896	\$16,022	\$23,995	\$16,078	\$20,835	\$57,567	\$95,676	\$205,950	-762%		\$40,205	\$436,123
LTD	\$24,615	\$12,308	\$72,417	\$36,895	\$41,612	\$35,806	\$59,767	\$62,935	\$62,235	\$86,904	-20%		\$86,154	\$386,154
Homeland	\$284,308	\$142,154	\$674,607	\$384,727	\$307,232	\$297,310	\$387,556	\$471,103	\$439,953	\$457,180	32%		\$995,077	\$2,745,061
FOR I	\$247,385	\$123,692	\$870,739	\$315,510	\$317,939	\$263,978	\$345,228	\$346,476	\$346,979	\$459,540	47%		\$865,846	\$2,395,650
FOR II	\$294,154	\$147,077	\$976,645	\$351,942	\$332,012	\$240,297	\$344,000	\$424,276	\$401,300	\$558,224	43%		\$1,029,538	\$2,652,051
FOR III	\$152,821	\$76,410	\$607,431	\$206,215	\$168,244	\$187,472	\$199,618	\$262,124	\$245,292	\$270,947	55%		\$534,872	\$1,539,912
Tech. Svs	\$47,795	\$23,897	\$123,909	\$75,197	\$49,344	\$49,119	\$52,477	\$60,944	\$56,320	\$62,126	50%		\$167,282	\$405,527
TOTAL	\$2,000,000	\$1,000,000	\$5,721,424	\$2,523,187	\$2,345,085	\$2,188,569	\$2,448,024	\$3,042,820	\$2,622,112	\$3,490,293	39%	\$0	\$7,000,000	\$18,660,090
% Reimbursed				72.49%	78.53%	76.34%	74.29%	73.64%	73.58%	74.83%				
\$ Reimbursed				\$1,829,058	\$1,841,595	\$1,670,754	\$1,818,637	\$2,240,733	\$1,929,350	\$2,611,786				

As of : July 2, 2010





LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



August 3, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, June 16, 2010, through June 30, 2010, totaled \$4 million. Seventy-four percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$1.06 million.

The Department is committed to reducing our budget by \$128 million prior to June 30, 2011. To date, these reduction efforts have been especially impactful to Custody Operations Division (Custody).

- The Department's efforts to mitigate overtime usage began long before our current budget commitment. In June 2009, Custody closed two housing locations, Modules 251 and 252, at the Twin Towers Correctional Facility (TTCF). The closure allowed Custody to redeploy 36 employees within the facility to reduce overtime expenditures. However, it also resulted in a loss of 384 jail beds.
- The opening of the new Los Angeles County/University of Southern California Medical Center (LAC/USC) resulted in an increased staffing need to ensure the security of hospitalized inmates. The funding required to support the needed

*A Tradition of Service*

staff was not included in the Department's budget, making it necessary for us to relocate staff members from within our existing facilities. To fulfill the additional staffing need, the Department closed Modules 261 and 262 at TCCF and reassigned 36 staff positions to LAC/USC. This resulted in a loss of an additional 384 jail beds at TCCF.

- On March 21, 2010, Pitchess Detention Center North Facility was downsized and closed to general population inmates. The facility currently houses 5 inmate workers. This curtailment resulted in the loss of 214 funded positions, the redeployment of 179 employees within Custody to reduce overtime expenditures, and the loss of 1,619 jail beds.
- In addition to the monetary reductions in the Department's current budget commitment, the Department was also required to reduce its complement of budgeted staff positions by an additional 300 positions. While this reduction did not result in the loss of employees, the funds associated with the vacant positions had been used to fund overtime and other expenses. The loss of these positions resulted in the closure of the 4000 Floor at Men's Central Jail during the last weeks of March 2010. An additional 684 jail beds were lost.
- Staffing vacancies, many resulting behind employees who are off work due to illness, injury or family leave, have impacted Custody's overtime usage. To reduce overtime expenditures and to identify additional staff items for curtailment, Custody closed TCCF Modules 241 and 242. This resulted in the curtailment of 27 deputy items, the redeployment of 10 custody assistants, and the loss of an additional 384 jail beds.
- Prior to Custody's budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the closure of 3,455 jail beds, it was necessary to reduce the percentage of time served from 80 to 35 percent. It may become necessary to further reduce the percentage of time served by misdemeanor offenders to maintain the closures.
- As part of the Department's continuing effort to reduce overtime expenditures whenever possible, Custody has curtailed line positions instead of filling the vacancies with personnel on overtime. As a result 7,750 hours, or 969 shifts, went unfilled within the jail system during the first two weeks of July. The curtailment decreased the number of staff members available for inmate supervision and increased the demands on existing personnel.

The Department continues to experience operational impacts within other divisions as a result of the overtime reduction efforts. Examples of the impacts which occurred between July 1 and July 15, 2010, include the following:

- Aero Bureau reports 147 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were handled unaided include: 38 robbery calls, 21 burglary calls, 15 requests for assistance by deputies, 13 reports of a man with a gun, 12 calls related to stolen vehicles, 11 assaults with a deadly weapon, 9 disturbances, 8 shots fired calls, 7 calls regarding prowlers or suspicious persons, 5 reports of domestic violence, 4 missing persons, 2 suicides, 1 report of vandalism, and 1 fire.
- The Cadre of Administrative Reserve Personnel (CARP), who are assigned to fill line positions in lieu of paying overtime, continues to be a valuable tool in our overtime reduction efforts. Detective Division reports each of its bureaus continues to experience delays in conducting investigative follow-up due to the lack of overtime funds and the fulfillment of CARP obligations. During this reporting period, Homicide Bureau lost 221 hours of investigative time due to their investigators' participation in CARP.
- All Field Operations Regions (FORs) report their station investigators are fulfilling their CARP obligations and, as a result, they are spending less time actually investigating cases. This has caused a steady increase in the number of open cases assigned to station detective bureaus as case closures are delayed. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 10,193 by July 15, 2010, an increase of 68 percent.
- Scientific Services Bureau (SSB) reports an increased backlog in fingerprint analysis. In January 2010, SSB reported 413 cases where latent fingerprints were awaiting entry into the Automated Fingerprint Index System (AFIS). As of July 1, 2010, the backlog of cases awaiting entry into AFIS increased to 579. Once the AFIS computer analysis is completed and a possible match is identified, the results must be compared by an analyst. The number of cases awaiting assignment to an analyst had more than doubled since January 2010, from 52 (36 of which were homicides) to 128 (80 of which were homicides). Cases that had been assigned to an analyst for comparison and were in progress increased from 51 to 64 cases. The delay in the analysis of fingerprint evidence hampers the overall effectiveness of our investigations and ultimately may allow some criminals to remain at large.

Fluctuations in response times are to be expected, based upon the conditions in effect at the time a call is received. Any number of factors, such as call volume and the physical distance between calls, can increase or decrease response times. However, the Department's overall response time to calls for service remains higher than it was prior to our undertaking overtime reduction efforts.

- The average response time to an emergency call for service improved to 4.9 minutes during this reporting period. This is consistent with the average emergency response time reported in calendar year 2009.
- The overall response time to priority calls increased by 13 percent, from 9.5 minutes in 2009, to 10.7 minutes. The average priority response in the unincorporated areas was 12.1 minutes, a 14 percent increase.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 44.1 minutes during the first two weeks of July, an increase of 11 percent. Response times to routine calls in the unincorporated County areas averaged 50.6 minutes during this reporting period, an increase of 12 percent above the 2009 average.

Difficult economic conditions require all of us to reassess the allocation of our limited resources. The Department is continually evaluating our organizational processes and priorities in an effort to maximize savings and minimize the impact of our efforts on the communities we serve. As always, the safety of the public is our primary concern.

Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA  
SHERIFF



**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

August 18, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, July 1, 2010, through July 15, 2010, totaled \$4 million. Seventy-three percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$1.05 million.

Beginning March 1, 2010, the Department implemented a wide array of cost-cutting measures which resulted in an impressive \$32 million in savings. As we enter the sixth month of our overtime reduction and cost saving efforts, it is clear the Department will have to go even further to reach our commitment to reduce the Department's budget by \$128 million prior to June 30, 2011.

In the coming months, the Cadre of Administrative Reserve Personnel (CARP) will redouble their efforts by stepping away from their regular duties (such as investigations, training, and community relations) even more often to fill line positions without the use of overtime. While this will mitigate the immediate impact of the cuts on public safety, there will undoubtedly be ever increasing backlogs in critical administrative and support functions which will hamper the Department's efficiency, delay investigations, and compromise our risk management efforts. The following are examples of the operational impacts which occurred since our last report.

*A Tradition of Service*

- Custody Operations Division (Custody) reports that staffing vacancies, many resulting behind employees who are off work due to illness, injury, or family leave have impacted their overtime usage. To reduce overtime expenditures, three barracks at Pitchess Detention Center South Facility were closed. This resulted in the curtailment of an additional 252 jail beds since our last report and allowed 15 deputies and 5 custody assistants to be redeployed within Custody to save overtime.
- Prior to Custody's budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody closed 3,707 jail beds (from June 2009 to July 2010) which resulted in a reduction in the percentage of time served from 80 to 35 percent. It may become necessary to further reduce the percentage of time served by misdemeanor offenders to maintain the closures.
- As part of the Department's continuing effort to reduce overtime expenditures whenever possible, Custody managers evaluate each position on each shift and are often forced to curtail line positions in the furtherance of overtime reduction. As a result, 4,972 hours, or 621 shifts, went unfilled within the jail system during the last two weeks of July. These shortages are temporary and cannot be sustained for the long term without negative consequences. These curtailments can result in modified lockdowns of facilities, a reduction in services to inmates, a decrease in the number of staff members available for inmate supervision, and increased demands on existing personnel.
- Aero Bureau reports 100 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were handled unaided include: 19 robbery calls, 22 burglary calls, 6 requests for assistance by deputies, 10 reports of a man with a gun, 8 calls related to stolen vehicles, 3 assaults with a deadly weapon, 7 disturbances, 4 shots fired calls, 7 calls regarding prowlers or suspicious persons, 5 reports of domestic violence, 2 missing persons, 4 requests to check areas which were not accessible from the ground, 2 reports of vandalism, and 1 trespassing call.
- CARP continues to be a valuable tool in our overtime reduction efforts. Detective Division reports each of its bureaus continues to experience delays in conducting investigative follow-up due to the lack of overtime funds and the fulfillment of CARP obligations. During this reporting period, Major Crimes Bureau lost 192 hours of investigative time due to their investigators' participation in CARP.
- All Field Operations Regions report a continued increase in the number of open cases assigned to station detective bureaus. Investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus

stood at 6,055 on February 28, 2010. That number grew to 10,230 by July 31, 2010, an increase of 69 percent.

- Scientific Services Bureau (SSB) reports an increased backlog in fingerprint analysis. In January 2010, SSB reported 413 cases where latent fingerprints were awaiting entry into the Automated Fingerprint Index System (AFIS). As of July 31, 2010, the backlog of cases awaiting entry into AFIS increased to 697. Once the AFIS computer analysis is completed and a possible match is identified, the results must be compared by an analyst. The number of cases awaiting assignment to an analyst had more than doubled since January 2010, from 52 (36 of which were homicides) to 114 (70 of which were homicides). Cases that had been assigned to an analyst for comparison and were in progress increased from 51 to 62 cases.

The Department continues to experience increases in the amount of time required for deputies to respond to calls for service. Although some fluctuations in response times are to be expected based upon the conditions in effect at the time a call is received, the Department's overall response time to calls for service consistently remains higher than it was prior to our undertaking overtime reduction efforts.

- The average response time to an emergency call for service in calendar year 2009 was 4.9 minutes. During this reporting period, that time increased by 29 percent, to 6.3 minutes.
- The overall response time to priority calls increased by 5 percent, from 9.5 minutes in 2009, to 10 minutes during the last two weeks of July.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 43.9, an increase of 11 percent.

While the Department remains committed to meeting our budgetary obligations, our efforts to compensate for the unprecedented cut of \$128 million is taking a toll on nearly all aspects of Department operations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LEROY D. BACA  
SHERIFF



County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

September 10, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, from August 1, 2010, through August 15, 2010, totaled \$3.7 million. Seventy-five percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$935,000.

On March 1, 2010, the Department began taking dramatic steps to reduce \$128 million from our budget within a 16-month time frame. While these efforts resulted in several operational impacts, which we reported to your Board in our bi-weekly reports, the Department was able to save \$25 million in the past 24 weeks, by drastically reducing overtime, curtailing jail beds, and re-prioritizing operations while mitigating the effect of these impacts on public safety. Every effort was made to ensure that the members of our communities were unable to distinguish any change in the service level the Department provided. Through the collaborative efforts of our Community Oriented Policing (COPS) and Gang Enforcement Teams (GET), Operation Safe Streets (OSS) investigators, and local resources from targeted Field Operations Regions (FOR), the occurrence of gang crime and homicides remained at the lowest levels the County has seen in decades, in spite of the current economic conditions and operational curtailments.

Despite the success of our efforts so far, it is clear that our current course of action does not go far enough to ensure that we meet our budgetary commitments within the mandated time frame. As a result, we have analyzed our current practices and made

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some difficult decisions regarding our future priorities. One method the Department is employing to reduce overtime usage is the use of Cadre of Administrative Reserve Personnel (CARP). CARP is comprised of sworn personnel who are regularly assigned to complete administrative tasks, conduct investigations, facilitate community relations efforts, provide training to Department personnel, and complete other non-line functions. For the past five months, personnel assigned to CARP have stepped away from their regular duties approximately twice per month to fill vacant line positions in patrol, custody, and the courts.

To increase our overtime savings and bring us closer to our curtailment goals, the use of CARP has been expanded to include all sworn personnel who are not assigned to a line position requiring 24-hour staffing or other mandatory 40-hour post, such as Court Services bailiff. This expansion will include members of the patrol support teams including the Crime Impact Team (CIT), COPS, and GET, as well as specialized investigative units such as Special Victims Bureau (SVB) and OSS. The CARP obligation has also been increased, requiring that each member of CARP work in their regular assignment 32-hours per week, and fill in at vacant line positions for the remaining 8 hours.

The increased efforts of CARP will save overtime by providing personnel to fill mandatory posts, but decreases the efficiency of the Department's support and investigative units. It is expected that backlogs of open investigations will dramatically increase, the number of directed patrols will decrease, and many of the Department's compliance levels for risk management and human resources functions, such as completion levels for mandated training, will continue to fall.

It should also be noted that some of these specialized units had, in the past, regularly used overtime to augment their normal work hours to facilitate the continuity of investigations or to respond to unexpected incidents after hours. The unavailability of overtime, coupled with the CARP requirement, has resulted in a decrease in the service levels provided by some units by more than 20 percent. For example, during the first 6 months of Fiscal Year (FY) 2009-10, sworn members of the COPS Bureau worked an average of 4.5 hours of overtime per week. The mandate to curtail overtime and fulfill CARP requirements equates to the reduction of COPS services from 44.5 to 32-hours per week, a 28 percent reduction in services.

Specific impacts which occurred since the last reporting period include:

- Detective Division reports that the current budget curtailments have affected the efficiency of their investigative units. During FY 2009-10, SVB was provided with one-time funding to decrease case backlogs. SVB had reduced its number of open cases to 680 by the end of February 2010. This funding was not renewed in FY 2010-11, and as a result, approximately 200 hours per week of investigative time previously funded by these monies were lost. Additionally, in August 2010, SVB lost 406 investigative hours due to CARP obligations. As a

result, the number of open cases at SVB had risen to 952 by August 31, 2010, an increase of 40 percent.

- All Field Operations Regions also report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 10,400 by August 31, 2010, an increase of 72 percent.
- Custody Division reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody closed 3,707 jail beds, from June 2009 to July 2010, which resulted in a reduction in the percentage of time served from 80 to 35 percent.
- Leadership and Training reports a 50 percent reduction in attendance for Continuing Professional Training (CPT) classes, which are mandated by the California Commission on Peace Officer Standards and Training (POST). The average class size for training last year was 20 students per session. Since March 2010, the average class size has been 10 students. In addition to the reduction in attendance for the classes held, 10 classes were cancelled outright due to a lack of available students. The cancelled classes included topics such as Traffic Accident Investigation, Drug and Alcohol Recognition, and Vehicle Theft. At the current rate of instruction, the Department will be significantly out of compliance with POST mandates by the end of FY 2010-11.
- Aero Bureau reports that in August 2010, 215 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were not responded to include: 38 robbery calls, 55 burglary calls, 8 requests for assistance or back-up by deputies, 9 reports of a man with a gun, 21 calls related to stolen vehicles, 14 assaults with a deadly weapon, 9 disturbances, 13 shots fired calls, 17 calls regarding prowlers or suspicious persons, 8 reports of domestic violence, 4 missing persons, 2 reports of vandalism, 2 reports of persons screaming, 1 report of battery, 2 reports of grand theft, 4 pursuits, 1 attempted kidnapping, 2 hit and runs, 3 requests to check areas not visible from the ground, and 2 trespassing calls.
- Scientific Services Bureau (SSB) reports an increased backlog in fingerprint analysis. In January 2010, SSB reported 413 cases where latent fingerprints were awaiting entry into the Automated Fingerprint Index System (AFIS). As of July 31, 2010, the backlog of cases awaiting entry into AFIS increased to 697. Once the AFIS computer analysis is completed and a possible match is identified, the results must be compared by an analyst. The number of cases

awaiting assignment to an analyst had more than doubled since January 2010, from 52 (36 of which were homicides) to 114 (70 of which were homicides). Cases that had been assigned to an analyst for comparison and were in progress, increased from 51 to 62 cases.

- SSB also reports an increased backlog of narcotics cases awaiting analysis. The average backlog last year was 256 cases. In general, the amount of narcotics submitted per week to the Department's narcotics laboratories exceeds the amount which the laboratory staff can process. In the past, approximately 40 hours of overtime were used per week to keep the backlog under control. As the Department's budget situation worsened, the practice of using overtime to maintain the backlog was discontinued. As a result, the current backlog of cases awaiting analysis is 766.

The Department continues to experience increases in the amount of time required for deputies to respond to calls for service. Although some fluctuations in response times are to be expected based upon the conditions in effect at the time a call is received, the Department's overall response time to calls for service consistently remains higher than it was prior to our undertaking overtime reduction efforts.

- The average response time to an emergency call for service in calendar year 2009 was 4.9 minutes. During this reporting period, that time increased by 20 percent, to 5.9 minutes.
- The overall response time to priority calls increased by 10 percent, from 9.5 minutes in 2009, to 10.4 minutes in August 2010.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 44.9, an increase of 13 percent.

Public safety remains the Department's top priority. We are continually analyzing our response to the current financial crisis and implementing innovative approaches to combat the associated budgetary shortfalls. Every effort is being made to meet our financial obligations while mitigating the impact of the budget cuts on our communities. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



October 19, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, from September 1, 2010, through September 15, 2010, totaled \$3.1 million. Seventy-six percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$758,887.

Custody Operations Division (Custody) continues to experience operational impacts as a result of the Department's budget reduction of \$128 million. In an effort to reduce the use of overtime, two modules at Century Regional Detention Facility (CRDF) were closed on September 25, 2010, allowing 10 deputies to be re-deployed within the facility. Custody also closed a compound at Pitchess Detention Center South facility on October 1, 2010. This allowed 15 deputies and 5 custody assistants to be redeployed to vacant posts in the north County to mitigate overtime usage. These closures reduced the number of available jail beds by 504. The total number of jail beds lost since January 2010 is 4,481.

Two additional modules at CRDF are in the process of being closed. This will enable an additional 10 deputies and 5 custody assistants to be redeployed. When the additional two modules are closed at CRDF, the total number of bed closures will be 4,733. To facilitate these closures, the number of inmates in custody had to be reduced. As a

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result, the percentage of time served by sentenced inmates is in the process of being decreased to 20 percent.

Additional impacts which occurred since the last reporting period include:

- The Cadre of Administrative Reserve Personnel (CARP) continues to be a valuable tool in the Department's overtime reduction efforts. CARP personnel complete their regular administrative or investigative duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring 24-hour staffing or other mandatory 40-hour posts, such as court bailiffs. Between March 1 and September 25, 2010, 7,920 shifts were filled by CARP personnel. This equates to a saving of 3.8 million dollars. Although very successful in reducing overtime, CARP obligations are causing delays and inefficiencies among the majority of the participating units.
- All Field Operations Regions report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 10,574 by September 15, 2010, an increase of 75 percent.
- Some sheriff's stations are reporting further losses of investigative services. The Santa Clarita Sheriff's Station cancelled its on-call "Night Detective" position and has stopped assigning investigators to work on weekends in an effort to fulfill CARP obligations and reduce overtime.
- The Los Angeles Regional Crime Information System (LARCIS) is used by investigators and crime analysts to track crime trends and identify possible patterns or suspects. Due in part to the Department's overtime reduction efforts, there are too few clerks available to complete the timely entry of this critical data. On February 28, 2010, there were 1,010 crime reports awaiting data entry into LARCIS. As of September 15, 2010, that number had reached 7,551, an increase of 648 percent. To combat this growing backlog, several professional staff members, such as executive secretaries and clerical supervisors, have joined the CARP and are filling in at sheriff's stations once per week.
- Aero Bureau reports that during September 2010, 178 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were not responded to include: 27 robbery calls, 41 burglary calls, 12 requests for assistance or back-up by deputies, 3 suspicious circumstances, 10 reports of a man with a gun or knife, 8 calls related to stolen vehicles, 14 assaults with a deadly weapon, 8 disturbances, 13 shots fired calls, 11 calls regarding prowlers or suspicious persons, 11 reports of domestic violence, 4 missing persons, 2 reports of

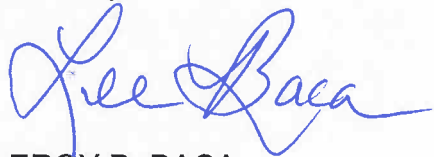


vandalism, 3 pursuits, 1 report of a person screaming, 1 grand theft, 1 hit and run, 1 attempted kidnapping, 1 mentally ill person, 1 report of sex crimes against children, 3 requests to check an area not visible from the ground, and 2 trespassing calls.

- Scientific Services Bureau (SSB) reports an increased backlog in fingerprint analysis. In March 2010, SSB reported 310 cases where latent fingerprint analysis was in progress. As of September 15, 2010, the number of comparisons in progress had increased to 720, an increase of 132 percent.
- SSB also reports an increased backlog of narcotics cases awaiting analysis. The average backlog last year was 256 cases. In general, the amount of narcotics submitted per week to the Department's narcotics laboratories exceeds the amount which the laboratory staff can process. In the past, approximately 40 hours of overtime were used per week to keep the backlog under control. As the Department's budget situation worsened, the practice of using overtime to maintain the backlog was discontinued. As a result, the current backlog of cases awaiting analysis is 722, an increase of 182 percent.

The Department is continually reevaluating all aspects of our operations in an effort to meet our budgetary obligations, while mitigating the impact of the budget cuts on public safety. Currently, these efforts are focused on refining the use of CARP to increase the contribution of our professional support staff and standardize the way sworn CARP shifts are assigned, and to ensure that we continue to operate as efficiently as possible. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



November 3, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, from September 15, 2010, through September 30, 2010, totaled \$2.6 million. Seventy-four percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$661,288.

During this reporting period, the Department continued the full implementation of its Cadre of Administrative Reserve Personnel (CARP) program. Personnel assigned to the majority of the Department's administrative, investigative, and training units are now completing their regular duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring 24-hour staffing or other mandatory 40-hour posts, such as court bailiffs. Between March 1 and October 15, 2010, 11,346 shifts, which would normally have been filled by staff on overtime, were filled by CARP personnel.

Although very successful in reducing overtime, CARP obligations are causing delays and inefficiencies among the participating units. The following are operational impacts which occurred due to CARP and the curtailment of overtime between October 1 and October 15, 2010.

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- All Field Operations Regions (FOR) report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 9,607 by October 15, 2010, an increase of 59 percent.
- Community Oriented Policing Services Bureau reports that 5 parole compliance and/or search operations were either cancelled or downsized due to a lack of available personnel.
- Marina Del Rey Sheriff's Station closed its jail on October 15, 2010, due to a lack of available staffing. Deputies were required to book their arrestees at South Los Angeles Sheriff's Station. This increased the amount of time the deputies were out of the field due to the extended travel time and booking process.
- Custody Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- The Department historically has had Document Control personnel assigned to the Century Regional Detention Facility (CRDF) and to the Inmate Reception Center (IRC) to process paperwork for all inmates coming into, and going out of, custody. Recently, all Document Control personnel were relocated from CRDF to IRC to reduce overtime usage. This requires release paperwork to be transported between the two facilities, and has caused delays in the timely release of inmates from CRDF.
- Scientific Services Bureau (SSB) reports an increased backlog in fingerprint analysis. In March 2010, SSB reported 310 cases where latent fingerprint analysis was in progress. As of October 1, 2010, the number of comparisons in progress had increased to 739, an increase of 138 percent.
- SSB also reports an increased backlog of narcotics cases awaiting analysis. The average backlog last year was 256 cases. In general, the amount of narcotics submitted per week to the Department's narcotics laboratories exceeds the amount which the laboratory staff can process. In the past, approximately 40 hours of overtime were used per week to keep the backlog under control. As the Department's budget situation worsened, the practice of using overtime to maintain the backlog was discontinued. As a result, the current backlog of cases awaiting analysis is 809, an increase of 216 percent.



- Prior to the curtailment of overtime, the SSB Crime Scene Investigation Unit (CSI) would generally respond to any crime that station watch commanders felt were sufficiently serious to warrant the expenditure of Department resources. Examples of situations which would routinely garner a 24 hour response include; search warrant services, high loss or high profile burglaries, robberies where there appears to be good fingerprint evidence, and assaults and batteries involving any injuries. Due to the current economic conditions, responses by CSI are now carefully evaluated by SSB staff prior to deployment to ensure that an immediate response is critical to the impending investigation. Although each case is unique and evaluated on its specific merits, in general robberies, assaults and batteries (absent significant injuries), and search warrants are now handled only during normal business hours.
- Aero Bureau reports that during the first two weeks of October 2010, 174 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were not responded to include: 26 robbery calls, 30 burglary calls, 15 requests for assistance or back-up by deputies, 18 reports of a man with a gun or knife, 7 calls related to stolen vehicles, 15 assaults with a deadly weapon, 14 disturbances, 16 shots fired calls, 5 calls regarding prowlers or suspicious persons, 6 reports of domestic violence, 3 missing persons, 1 report of vandalism, 6 pursuits, 1 report of a person screaming, 1 kidnapping, 1 mentally ill person, 2 reports of rape, 4 requests to check an area not visible from the ground, 1 fire, 1 report of criminal threats, and 1 deputy involved shooting.

Many risk management functions have been discontinued due to a lack of overtime or a lack of staff availability due to CARP obligations.

- Personnel Administration reports that Pay and Leave Management has suspended audits of the timekeeping practices at the Department's 26 units who use non-consolidated timekeeping. These audits were conducted on overtime prior to the Department's curtailment efforts. The lack of oversight is likely to result in an increase in timekeeping errors, overpayments, and underpayments.
- The Pay and Leave Management Training Unit's CARP obligations resulted in the cancellation of a training class on the new Timei timekeeping system. As a result 100 employees who would have attended the class remain untrained.
- Court Services Division (CSD) reports that prior to their curtailment efforts, CSD managers met on a monthly basis to address employee health and safety concerns and their "return-to-work" efforts. The frequency of these meetings has been drastically reduced due to CARP requirements.
- The Department's overtime reduction efforts have resulted in decreased supervision and staffing within the Records and Identification Bureau (RIB). As a result, RIB has experienced an increase in data entry errors for juvenile warrants

within the Countywide Warrant System. This deficiency increases the Department's liability and the likelihood of erroneous arrests.

- All FORs, as well as Custody and County Services Bureau, report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Traffic Services Detail reports they were unable to respond to a deputy involved traffic collision during which the deputy suffered a fractured leg due to the investigator's CARP obligations. This eliminated their ability to conduct a field evaluation of the incident to determine any training issues and immediately address any Workers' Compensation claims.

The Department will meet its budgetary obligation to cut \$128 million by June 30, 2011. However, the efforts required to meet this goal are proving to have a mounting impact on the efficiency of Departmental operations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



November 24, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the current period, from October 1, 2010, through October 15, 2010, totaled \$1.9 million. Seventy-one percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$561,191.

During the final two weeks of October 2010, the Cadre of Administrative Reserve Personnel (CARP) program filled 2,634 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and October 31, 2010, to 13,980.

CARP personnel are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring 24-hour staffing or other mandatory 40-hour posts, such as court bailiffs. CARP has nearly eliminated the need to use overtime funds to fill vacant positions. The CARP program, although very successful in reducing overtime, has caused ever increasing backlogs, delays, and inefficiencies among the participating units.

*A Tradition of Service*

The following are operational impacts which occurred due to CARP and the curtailment of overtime between October 16 and October 31, 2010.

- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- All Field Operations Regions (FOR) report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 10,614 by October 31, 2010, an increase of 75 percent.
- In addition to the loss of investigative time, all FORs are reporting a reduction in the number of search warrants served, and probation and parole compliance checks conducted since the overtime curtailment began. For example in 2009, Industry Sheriff's Station (IDT) served 51 search warrants, an average of 4 per month. The number of warrants served by IDT between January 1 and October 31, 2010, was 11, an average of only 1 warrant served per month. IDT conducted an average of 2 probation searches per month in 2009. That average decreased by 75 percent in 2010. While many factors, including a decrease in criminal activity, may contribute to the number of searches conducted, the lack of available personnel needed to form search teams and reduced investigative efficiency as a result of CARP efforts have been cited by investigating units as the primary reasons for the current reductions.
- Facilities Services Bureau (FSB) reports a decrease in preventative and regularly scheduled building maintenance. Emergency or high priority repairs are taking precedence over routine maintenance and cosmetic repairs. Work orders are becoming back-logged as overtime restrictions have curtailed FSB's ability to work after hours. These curtailments are causing a reduction in the quality of the working environment for our employees and the living environment of our inmate population. Additionally, the reduction in preventative maintenance will likely increase future repair and replacement costs.
- Communications and Fleet Management Bureau (CFMB) reports delays in many of its ongoing projects due to CARP obligations. One critical project impacted was the upgrade of mobile digital terminals in patrol cars to new more efficient mobile digital computers (MDC). Impacts to the MDC project included, the inability to address design issues related to the pilot vehicle, delays in the inventory of contract city owned vehicles which will require MDCs, delays in the review and approval of site surveys regarding the placement of wireless access points, delays in the review of technical specifications required for the cellular carrier procurement process, and the delayed completion of the MDC web portal. The timely completion of the MDC project is essential to patrol operations as the

current system has reached the end of its life span and is becoming increasingly difficult to repair.

- Custody Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- Scientific Services Division continued to experience an increased backlog of narcotics cases awaiting analysis. The average backlog last year was 256 cases. The current backlog of cases awaiting analysis is 816, an increase of 219 percent. This increase is due to the curtailment of overtime for narcotics examiners, coupled with a large increase in case submissions from recent law enforcement intervention at medical marijuana dispensaries.
- Aero Bureau reports that during the last two weeks of October 2010, 369 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were not responded to include: 52 robbery calls, 101 burglary calls, 23 requests for assistance or back-up by deputies, 19 reports of a man with a gun or knife, 28 calls related to stolen vehicles, 17 assaults with a deadly weapon, 21 disturbances, 33 shots fired calls, 26 calls regarding prowlers or suspicious persons, 13 reports of domestic violence, 8 missing persons, 4 reports of vandalism, 5 pursuits, 1 kidnapping, 1 mentally ill person, 4 requests to check an area not visible from the ground, 3 reports of grand theft, 1 hit and run, 1 report of trespassing, 3 forgeries, 1 parolee at large, 1 shooting at an inhabited dwelling, and 3 carjackings.

The Department continues to employ innovative methods to cut \$128 million from its budget by June 30, 2011, while mitigating the impact of the curtailment on our communities. These efforts have been extremely successful in moving the Department toward its budgetary goals, however, they have resulted in a continued marked decrease in the efficiency of Departmental operations, as we complete the 9<sup>th</sup> month of this 16-month curtailment. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LEROY D. BACA  
SHERIFF



**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

December 10, 2010

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period, from October 16, 2010, through October 31, 2010, totaled \$2.1 million. Seventy percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$649,579.

The overtime expenditures for the period, from November 1, 2010, through November 15, 2010, totaled \$2.3 million. Reimbursable hours comprised 67 percent of the total, bringing the Department's actual expenditure of overtime during this period to \$742,557.

Cadre of Administrative Reserve Personnel (CARP) are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring mandatory staffing. During the month of November 2010, the CARP program filled 6,883 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and November 30, 2010 to 20,863.

The CARP program, although very successful in reducing overtime, has caused ever increasing backlogs, delays, and inefficiencies among the participating units. The following are operational impacts which occurred due to CARP and the curtailment of overtime in November 2010.

*A Tradition of Service*



- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Records and Identification Bureau has been unable to clear a backlog of incomplete quality assurance checks for imaged records due to a lack of overtime. Currently, 8,525 boxes of imaged records are in storage with a private vender at a monthly cost of \$1,800.
- Court Services Division (CSD) reports an increase in the backlog of work processed by their civilian process servers due to increased demand for services, staffing vacancies, and the curtailment of overtime. The backlog of requests for process service, for services which include small claims actions, bank garnishments, wage garnishments, and evictions, was 14,503 on November 27, 2010. This represents a 6 percent increase over the backlog from the previous week. CSD also reports an increase in the number of unprocessed collections, which rose to 11,550 at the end of November. Each completed collection generates \$10 in fees. Elimination of the backlog would generate \$115,500 in revenue.
- All Field Operations Regions (FOR) report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 11,241 by November 30, 2010, an increase of 86 percent.
- In addition to the loss of investigative time, all FORs are reporting a reduction in the number of search warrants served, and probation and parole compliance checks conducted since the overtime curtailment began. For example between May 1 and November 16, 2009, Lakewood Sheriff's Station (LKD) served 31 search warrants. During the same period in 2010, LKD detectives served only 21 search warrants, a decrease of more than 32 percent. While many factors, including a decrease in criminal activity, may contribute to the number of searches conducted, the lack of available personnel needed to form search teams and reduced investigative efficiency as a result of CARP efforts have been cited by investigating units as the primary reasons for the current reductions.
- Custody Operations Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- The Inmate Reception Center reports a general deterioration of the appearance of the facility. Positions which had been used to supervise inmate work crews, to

augment the facility's janitorial services, have regularly been curtailed to fill line positions in lieu of using overtime.

- Scientific Services Division continued to experience an increased backlog of narcotics cases awaiting analysis. The average backlog last year was 256 cases. The current backlog of cases awaiting analysis is 853, an increase of 233 percent. This increase is due to the curtailment of overtime for narcotics examiners, coupled with a large increase in case submissions from recent law enforcement intervention at medical marijuana dispensaries.
- Aero Bureau reports that during November 2010, 462 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests which were not responded to include: 31 assaults with a deadly weapon, 24 requests by deputies for assistance or back-up, 18 requests for checks of areas not visible from the ground, 1 battery, 78 burglaries, 2 carjackings, 1 citizen's arrest, 21 disturbances, 2 instances when deputies were involved in a fight, 1 escape, 2 forgeries, 2 grand thefts, 2 hit and runs, 1 attempted kidnapping, 44 persons with a gun, 1 person with a knife, 9 missing persons, 3 petty thefts, 1 report of a person screaming, 36 prowlers, 2 rapes, 86 robberies, 30 reports of shots fired, 2 shootings at an inhabited dwelling, 23 spousal assaults, 33 stolen vehicles, 4 instances of trespassing, 1 report of vandalism, and 1 hang-up on the 911 system.

The Department has completed the 10<sup>th</sup> month of its 16-month effort to cut \$128 million from its budget by June 30, 2011. While the Department's extraordinary efforts to reduce overtime have been very successful in moving us toward our budgetary goals, as demonstrated above, these efforts have also resulted in a mounting decrease in the efficiency of Departmental operations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in dark ink, appearing to read "Leroy D. Baca". The signature is fluid and cursive, with the first name "Leroy" and last name "Baca" clearly distinguishable.

LEROY D. BACA  
SHERIFF



**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
FY 2010-11 OVERTIME EXPENDITURE  
HALF-MONTHLY REPORT**

(a) DIVISIONS	(b) TARGET MONTHLY OVERTIME EXPENDITURE	(c) TARGET HALF-MONTHLY OVERTIME EXPENDITURE	(d) ACTUAL OVERTIME EXPENDITURE JULY	(e) ACTUAL OVERTIME EXPENDITURE AUGUST	(f) ACTUAL OVERTIME EXPENDITURE SEPTEMBER	(g) ACTUAL OVERTIME EXPENDITURE OCTOBER	(h) ACTUAL OVERTIME EXPENDITURE NOV 1-15	(i) ACTUAL OVERTIME EXPENDITURE NOV 16-30	(j) ACTUAL OVERTIME EXPENDITURE DECEMBER	(k) ACTUAL OVERTIME EXPENDITURE JANUARY	(l) ACTUAL OVERTIME EXPENDITURE FEBRUARY	(m) ACTUAL OVERTIME EXPENDITURE MARCH	(n) ACTUAL OVERTIME EXPENDITURE APRIL	(o) ACTUAL OVERTIME EXPENDITURE MAY	(p) ACTUAL OVERTIME EXPENDITURE JUNE	(q) TOTAL TARGET OVERTIME EXPENDITURE	(r) TOTAL ACTUAL OVERTIME EXPENDITURE JULY 1 TO DATE (d)+(e)+(f)+(g)	
Admin. Svs	\$25,000	\$12,500	\$54,763	\$46,822	\$35,255	\$42,486	\$17,127										\$300,000	\$196,453
Correctional	\$174,000	\$87,000	\$394,032	\$307,047	\$252,660	\$227,463	\$130,013										\$2,088,000	\$1,311,215
Court	\$541,000	\$270,500	\$1,129,730	\$1,058,408	\$785,851	\$363,870	\$124,827										\$6,492,000	\$3,462,686
Custody	\$290,000	\$145,000	\$620,250	\$587,323	\$388,643	\$240,510	\$198,796										\$3,480,000	\$2,035,522
Detective	\$298,000	\$149,000	\$654,517	\$518,841	\$462,585	\$485,337	\$256,199										\$3,576,000	\$2,377,479
Executive	\$12,000	\$6,000	\$12,788	\$31,090	\$24,363	\$9,018	\$10,956										\$144,000	\$88,215
LTD	\$60,000	\$30,000	\$152,839	\$127,492	\$46,920	\$27,789	\$54,407										\$720,000	\$409,447
Homeland	\$465,000	\$232,500	\$955,538	\$810,390	\$790,027	\$483,259	\$294,082										\$5,580,000	\$3,333,296
FOR I	\$620,000	\$310,000	\$1,423,900	\$1,159,250	\$825,999	\$575,767	\$327,493										\$7,440,000	\$4,312,409
FOR II	\$634,000	\$317,000	\$1,349,668	\$1,117,966	\$1,010,073	\$680,265	\$376,788										\$7,608,000	\$4,534,760
FOR III	\$393,000	\$196,500	\$930,912	\$667,200	\$562,614	\$460,691	\$247,755										\$4,716,000	\$2,869,172
Tech. Svs	\$65,000	\$32,500	\$139,667	\$122,645	\$96,607	\$103,527	\$68,569										\$780,000	\$531,015
Sub-total	\$3,577,000	\$1,788,500	\$7,818,604	\$6,554,474	\$5,281,597	\$3,699,982	\$2,107,012	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,924,000	\$25,461,669
County Svs.	\$423,000	\$211,500	\$905,740	\$986,465	\$433,573	\$324,075	\$150,000										\$5,076,000	\$2,799,853
TOTAL	\$4,000,000	\$2,000,000	\$8,724,344	\$7,540,939	\$5,715,170	\$4,024,057	\$2,257,012										\$48,000,000	\$28,261,522
% Reimbursed			71.6%	75.5%	74.4%	72.6%	67.1%											73.0%
\$ Reimbursed			\$6,246,630	\$5,693,409	\$4,252,086	\$2,921,465	\$1,514,455	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$20,628,046

As of : December 1, 2010



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



January 4, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period, from November 16, 2010, through November 30, 2010, totaled \$1.5 million. Seventy-one percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$454,358.

The employees who comprise the Cadre of Administrative Reserve Personnel (CARP) are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring mandatory staffing. During the first half of December, the CARP program filled 4,237 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and December 18, 2010, to 25,100.

The Department has utilized the CARP program as the major component in our cumulative efforts to cut \$128 million from our budget within a 16-month period, while mitigating the effects of the curtailment on public safety. Although very successful in reducing overtime, the CARP program has caused ever increasing backlogs, delays, and inefficiencies among the participating units. Many quality control measures, such as administrative audits, have been significantly curtailed or discontinued and many proactive risk management tasks have been severely impacted.

*A Tradition of Service*

Although the Department has made every effort to ensure our public safety mission is not compromised despite the dramatic reduction of our budget, some reductions in service are inevitable. The following are examples of operational and public safety impacts experienced during this reporting period:

- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- All divisions report an increase in overdue personnel performance evaluations. For example, supervising staff nurses assigned to Medical Services Bureau (MSB) regularly CARP into line positions and therefore have 8 fewer hours per week to complete their administrative tasks. As a result, MSB reported they had a backlog of 257 overdue performance evaluations as of December 11, 2010.
- MSB also reports a dramatic decrease in the activity of their Alternative Resource Committee (ARM). At the height of its effectiveness in March 2010, the ARM was able to reduce inmate medical costs by \$3.1 million through their proactive efforts to find alternative care for, or provide early release to, inmates with serious and costly medical conditions. In October 2010, that cost savings was reduced to \$1.4 million, due to a decrease in the availability of MSB supervisors to conduct proactive risk management tasks. The calculation and reporting of the ARM saving for November 2010 has been delayed due to MSB administrative staff's CARP efforts.
- Court Services Division (CSD) reports an increase in the backlog of work processed by their sworn and civilian process servers due to increased demand for services, CARP obligations, and the curtailment of overtime. The monthly carryover count for unprocessed work in April 2010 was 11,430. That carryover count increased to 24,973 by the end of October 2010, an increase of 118 percent.
- CSD also reports an increase in the average number of days accrued between the time they receive a request for process service and the first attempt at service from 5 days to 10. Particularly impacted is the service of Temporary Restraining Orders, which has increased from an average of 3 days, before the first attempt at service prior to our overtime curtailment efforts, to 7 days as of December 4, 2010.
- Custody Operations Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.

- All Field Operations Regions (FOR) report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 11,063 by December 15, 2010, an increase of 83 percent.
- All investigative units report a reduced level of continuity and efficiency of investigations due to a lack of overtime. In the past, overtime was used to allow detectives to follow leads as they were developed during an investigation. Since the curtailment of overtime, many investigative activities have been postponed until they could be completed within the investigator's 40-hour work week, which in some cases has resulted in some unintended consequences.

For example, Operation Safe Streets Bureau (OSS) had planned a search warrant operation for the week of December 12, 2010. It was postponed to save overtime. The suspect targeted in the warrant committed an additional shooting the night of December 17, 2010. Following the crime, the suspect barricaded himself inside a structure and his apprehension necessitated the response of the Special Enforcement Bureau, Gang Enforcement Teams, and Crisis Negotiation Team. The cost attached to the resources needed to affect the arrest of the suspect likely far outweighed the costs which would have been incurred by the original warrant service.

- OSS also reports a backlog of approximately 3,000 Field Interview Reports awaiting data entry. These reports contain vital information regarding new gang members, associate members, vehicles used by known gang members, and other critical intelligence. In the past, this backlog was controlled through the use of overtime to ensure investigators had timely access to this information.
- The Los Angeles Regional Crime Information System (LARCIS) is used by investigators and crime analysts to track crime trends and identify possible patterns or suspects. The Department's overtime reduction efforts and existing staffing vacancies have resulted in too few clerks available to complete the timely entry of this critical data. On February 28, 2010, there was a backlog of 1,010 crime reports which had not yet been entered into the system. As of December 15, 2010, that number reached 7,117, an increase of 605 percent.
- Aero Bureau reports that during the first half of December 2010, 141 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests include: 15 assaults with a deadly weapon, 5 requests by deputies for assistance or back-up, 4 requests for checks of areas not visible from the ground, 30 burglaries, 2 carjackings, 6 disturbances, 1 instance when a deputy was involved in a fight, 1 forgery, 1 theft, 1 hit and run,

17 persons with a gun, 1 person with a knife, 4 missing persons, 3 prowlers, 24 robberies, 10 reports of shots fired, 5 spousal assaults, 4 stolen vehicles, 1 instance of trespassing, 1 report of vandalism, 1 suicide attempt, and 4 pursuits.

The Department remains steadfast in its commitment to meet its budgetary obligations while maintaining a high level of service to the communities we police. Unfortunately, the massive curtailment efforts undertaken by the Department have negatively impacted almost every area of Department operations.

Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA  
SHERIFF

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
FY 2010-11 OVERTIME EXPENDITURE  
HALF-MONTHLY REPORT**

(a) DIVISIONS	(b) TARGET MONTHLY OVERTIME EXPENDITURE	(c) TARGET HALF-MONTHLY OVERTIME EXPENDITURE	(d) ACTUAL OVERTIME EXPENDITURE JULY	(e) ACTUAL OVERTIME EXPENDITURE AUGUST	(f) ACTUAL OVERTIME EXPENDITURE SEPTEMBER	(g) ACTUAL OVERTIME EXPENDITURE OCTOBER	(h) ACTUAL OVERTIME EXPENDITURE NOV 1-15	(i) ACTUAL OVERTIME EXPENDITURE NOV 16-30	(j) ACTUAL OVERTIME EXPENDITURE DECEMBER	(k) ACTUAL OVERTIME EXPENDITURE JANUARY	(l) ACTUAL OVERTIME EXPENDITURE FEBRUARY	(m) ACTUAL OVERTIME EXPENDITURE MARCH	(n) ACTUAL OVERTIME EXPENDITURE APRIL	(o) ACTUAL OVERTIME EXPENDITURE MAY	(p) ACTUAL OVERTIME EXPENDITURE JUNE	(q) TOTAL TARGET OVERTIME EXPENDITURE	(r) TOTAL ACTUAL OVERTIME EXPENDITURE JULY 1 TO DATE (d)+(e)+(f)+(g)+(h) +(i)	
Admin. Svs	\$25,000	\$12,500	\$54,763	\$46,822	\$35,255	\$42,486	\$17,127	\$11,851									\$300,000	\$208,304
Correctional	\$174,000	\$87,000	\$394,032	\$307,047	\$252,660	\$227,463	\$130,013	\$83,899									\$2,088,000	\$1,395,114
Court	\$541,000	\$270,500	\$1,129,730	\$1,058,408	\$785,851	\$363,870	\$124,827	\$90,921									\$6,492,000	\$3,553,607
Custody	\$290,000	\$145,000	\$620,250	\$587,323	\$388,643	\$240,510	\$198,796	\$90,144									\$3,480,000	\$2,125,666
Detective	\$298,000	\$149,000	\$654,517	\$518,841	\$462,585	\$485,337	\$256,199	\$158,346									\$3,576,000	\$2,535,825
Executive	\$12,000	\$6,000	\$12,788	\$31,090	\$24,363	\$9,018	\$10,956	\$3,888									\$144,000	\$92,103
LTD	\$60,000	\$30,000	\$152,839	\$127,492	\$46,920	\$27,789	\$54,407	\$36,881									\$720,000	\$446,328
Homeland	\$465,000	\$232,500	\$955,538	\$810,390	\$790,027	\$483,259	\$294,082	\$152,318									\$5,580,000	\$3,485,614
FOR I	\$620,000	\$310,000	\$1,423,900	\$1,159,250	\$825,999	\$575,767	\$327,493	\$288,007									\$7,440,000	\$4,500,416
FOR II	\$634,000	\$317,000	\$1,349,668	\$1,117,966	\$1,010,073	\$680,265	\$376,788	\$256,011									\$7,608,000	\$4,790,771
FOR III	\$393,000	\$196,500	\$930,912	\$667,200	\$562,614	\$460,691	\$247,755	\$214,550									\$4,716,000	\$3,083,722
Tech. Svs	\$65,000	\$32,500	\$139,667	\$122,645	\$96,607	\$103,527	\$68,569	\$51,492									\$780,000	\$582,507
Sub-total	\$3,577,000	\$1,788,500	\$7,818,604	\$6,554,474	\$5,281,597	\$3,699,982	\$2,107,012	\$1,438,308	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,924,000	\$26,899,977
County Svs.	\$423,000	\$211,500	\$905,740	\$986,465	\$433,573	\$324,075	\$150,000	\$101,890									\$5,076,000	\$2,901,743
TOTAL	\$4,000,000	\$2,000,000	\$8,724,344	\$7,540,939	\$5,715,170	\$4,024,057	\$2,257,012	\$1,540,198									\$48,000,000	\$29,801,720
% Reimbursed			71.6%	75.5%	74.4%	72.6%	67.1%	70.5%										72.9%
\$ Reimbursed			\$6,246,630	\$5,693,409	\$4,252,086	\$2,921,465	\$1,514,455	\$1,085,840	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$21,713,886

As of : December 21, 2010



**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



LEROY D. BACA, SHERIFF

January 26, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period, from December 1, 2010, through December 15, 2010, totaled \$1.9 million. Seventy percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$576,134.

As the year 2010 closed, it was evident that the way the Department currently operates is very different from our practices prior to the budget curtailment. While we have made great strides toward reaching our 16-month goal to cut \$128 million from our budget, the Department no longer has the resources to conduct many of the proactive risk management and administrative tasks which used to be the norm and ensured the Department's compliance with County policies and procedures. Additionally, sheriff's stations are reporting a decrease in the amount of time spent conducting proactive enforcement activities such as parole and probation searches. Much of the time formerly spent on those activities is now spent fulfilling obligations to the Cadre of Administrative Reserve Personnel (CARP).

The employees who comprise the CARP program are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use

*A Tradition of Service*

the remaining 8 hours of their work week to fill line positions requiring mandatory staffing. During the second half of December, the CARP program filled 2,465 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and December 31, 2010, to 27,565.

As the Department enters the new year, we face ever increasing backlogs, delays, and inefficiencies among the units participating in the CARP program as well as those units who had, in the past, depended upon the availability of overtime funding to control fluctuations in their workloads. One area of the Department noticeably impacted by the curtailment of our budget is patrol operations.

The amount of time it takes for a patrol unit to respond to a call for service is influenced by many factors including: call volume, the complexity of the service required, the responding deputy's experience and familiarity with the service area, and the physical distance between calls. Any combination of these factors can increase or decrease response times. Fluctuations in response times are to be expected, based upon the conditions in effect at the time a call is received. However, it is likely that the use of CARP members within patrol has played a role in these delays, as the Department's response time to calls for service has increased on average since undertaking our overtime reduction efforts.

- The average response time to an emergency call for service in calendar year 2009, was 4.9 minutes. The average response time to emergency calls in calendar year 2010, was 5.3 minutes, an increase of 8 percent. The increase was especially dramatic in the unincorporated County areas where response times rose from 5.5 minutes to 6.0 minutes, a 9 percent increase.
- The average response time to priority calls was less significant, but still showed an increase from 9.5 minutes in 2009, to 9.9 in 2010.
- Response times to routine calls for service increased from an average of 39.6 minutes in 2009, to 43.5 minutes in 2010, an increase of 15 percent.

Although the amount of time spent responding to calls for service has increased, the number of calls for service has gone down.

- In 2009, the Department responded to 815,284 calls for service. In 2010, we responded to 793,294 calls for service, a 3 percent decrease.

Also significant to point out is the decrease in proactive patrol activity.



- The number of arrests made based upon the observations of deputies (as opposed to arrests made in response to calls for service) in 2009 was 1,407,435. That number fell to 1,364,605 in 2010, a decrease of 3 percent.

These figures, coupled with the Department's increasing response times, point to an overall loss of efficiency within our patrol operations. The following are additional examples of operational and public safety impacts experienced during this reporting period:

- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- All divisions report an increase in overdue personnel performance evaluations. As of December 31, 2010, the Department had approximately 2,000 evaluations overdue, as supervisors are completing their weekly CARP obligations and using their remaining work hours to complete more critical administrative tasks.
- Administrative Services Division reports that Pay and Leave Management Unit (PLM) has discontinued its audits of the timekeeping practices at the 26 non-consolidated timekeeping units. The audits were discontinued due to a lack of staff and the need to control overtime usage. PLM is concerned that the lack of these quality and control checks will result in an increase in over and underpayments.
- PLM has also discontinued its normal review of 10 percent of all entries made into the Countywide Timekeeping System (CWTAPPS). The suspension of this review results in less quality and control over employees' time benefits. This review was suspended due to the need for PLM supervisors to fill in behind staff vacancies and complete time entries themselves.
- Custody Operations Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- All Field Operations Regions (FOR) report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 11,319 by December 31, 2010, an increase of 87 percent.

- All investigative units report a reduced level of continuity and efficiency of investigations due to a lack of overtime. In the past, overtime was used to allow detectives to follow leads as they were developed during an investigation. Since the curtailment of overtime, many investigative activities have been postponed until they could be completed within the investigator's 40-hour work week.
- Operation Safe Streets Bureau (OSS) reports that on December 25, 2010, investigators were unable to conduct a contiguous follow-up investigation and canvass the area of two shooting incidents, diminishing their chances to locate additional witnesses. When the investigation resumed, no additional witnesses to the incident were identified.
- OSS also reports the postponement of two search warrant operations and one probation search during this reporting period. Time is of the essence when conducting search operations as suspects, evidence, illegal narcotics, and firearms are moving or being moved on a continuous basis. While it is impossible to definitively calculate the detrimental effect these postponements are having on our law enforcement operations, there is no doubt the lack of investigative continuity is inefficient and harmful to the success of our investigative efforts.
- The Department's Community Oriented Policing (COPS) teams have been very successful in deterring criminal activity through their proactive enforcement efforts. On December 29, 2010, however, the COPS team assigned to the Compton Sheriff's Station patrol area was unable to assist during two gang related shootings in East Rancho Dominguez because they were fulfilling their CARP obligations at the time of the incidents.
- Aero Bureau reports that during the second half of December 2010, 152 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests include: 4 assaults with a deadly weapon, 6 requests by deputies for assistance or back-up, 3 requests for checks of areas not visible from the ground, 31 burglaries, 1 carjacking, 3 disturbances, 14 persons with a gun, 1 person with a knife, 2 missing persons, 6 prowlers, 28 robberies, 20 reports of shots fired, 9 spousal assaults, 13 stolen vehicles, 1 instance of trespassing, 4 reports of vandalism, 3 hang-ups on the 911 system, 1 report of a woman screaming, 1 mentally ill person, and 1 vehicle pursuit.

The extraordinary efforts undertaken by the Department to meet our budgetary obligations, though very successful financially, are taking an ever increasing toll on Department operations. As always, every effort is being made to ensure the impact on the communities we serve is mitigated and public safety is not compromised.

The Honorable Board of Supervisors

-5-

January 26, 2011

Should you have any questions or require additional information, please contact  
Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in black ink, appearing to read "Leroy Baca", with a stylized, cursive script.

LEROY D. BACA  
SHERIFF

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT  
FY 2010-11 OVERTIME EXPENDITURE  
HALF-MONTHLY REPORT**

(a) DIVISIONS	(b) TARGET MONTHLY OVERTIME EXPENDITURE	(c) TARGET HALF-MONTHLY OVERTIME EXPENDITURE	(d) ACTUAL OVERTIME EXPENDITURE JULY	(e) ACTUAL OVERTIME EXPENDITURE AUGUST	(f) ACTUAL OVERTIME EXPENDITURE SEPTEMBER	(g) ACTUAL OVERTIME EXPENDITURE OCTOBER	(h) ACTUAL OVERTIME EXPENDITURE NOVEMBER	(i) ACTUAL OVERTIME EXPENDITURE DEC. 1-15	(j) ACTUAL OVERTIME EXPENDITURE DEC. 16-31	(k) ACTUAL OVERTIME EXPENDITURE JANUARY	(l) ACTUAL OVERTIME EXPENDITURE FEBRUARY	(m) ACTUAL OVERTIME EXPENDITURE MARCH	(n) ACTUAL OVERTIME EXPENDITURE APRIL	(o) ACTUAL OVERTIME EXPENDITURE MAY	(p) ACTUAL OVERTIME EXPENDITURE JUNE	(q) TOTAL TARGET OVERTIME EXPENDITURE	(r) TOTAL ACTUAL OVERTIME EXPENDITURE JULY 1 TO DATE (d)+(e)+(f)+(g)+(h)+(i)+(j)+(k)+(l)+(m)+(n)+(o)+(p)+(+/-)
Admin. Svs	\$25,000	\$12,500	\$54,763	\$46,822	\$35,255	\$42,486	\$28,978	\$17,553	\$28,728							\$300,000	\$254,585
Correctional	\$174,000	\$87,000	\$394,032	\$307,047	\$252,660	\$227,463	\$213,912	\$100,878	\$81,054							\$2,088,000	\$1,577,046
Court	\$541,000	\$270,500	\$1,129,730	\$1,058,408	\$785,851	\$363,870	\$215,748	\$108,439	\$48,739							\$6,492,000	\$3,710,785
Custody	\$290,000	\$145,000	\$620,250	\$587,323	\$388,643	\$240,510	\$288,940	\$133,768	\$126,170							\$3,480,000	\$2,385,604
Detective	\$298,000	\$149,000	\$654,517	\$518,841	\$462,585	\$485,337	\$414,545	\$197,933	\$133,222							\$3,576,000	\$2,866,980
Executive	\$12,000	\$6,000	\$12,788	\$31,090	\$24,363	\$9,018	\$14,844	\$18,975	\$4,571							\$144,000	\$115,649
LTD	\$60,000	\$30,000	\$152,839	\$127,492	\$46,920	\$27,769	\$91,288	\$46,524	\$55,176							\$720,000	\$548,028
Homeland	\$465,000	\$232,500	\$955,538	\$810,390	\$790,027	\$483,259	\$446,400	\$139,288	\$120,943							\$5,580,000	\$3,745,845
FOR I	\$620,000	\$310,000	\$1,423,900	\$1,159,250	\$825,999	\$575,767	\$615,500	\$360,180	\$483,741							\$7,440,000	\$5,444,337
FOR II	\$634,000	\$317,000	\$1,349,668	\$1,117,966	\$1,010,073	\$680,265	\$632,799	\$398,785	\$371,603							\$7,608,000	\$5,561,159
FOR III	\$393,000	\$196,500	\$930,912	\$667,200	\$562,614	\$460,691	\$462,305	\$240,591	\$267,537							\$4,716,000	\$3,591,850
Tech. Svs	\$65,000	\$32,500	\$139,667	\$122,645	\$96,607	\$103,527	\$120,061	\$43,133	\$37,390							\$780,000	\$663,030
Sub-total	\$3,577,000	\$1,788,500	\$7,818,604	\$6,554,474	\$5,281,597	\$3,699,982	\$3,545,320	\$1,806,047	\$1,758,874	\$0	\$0	\$0	\$0	\$0	\$0	\$42,924,000	\$30,464,898
County Svs.	\$423,000	\$211,500	\$905,740	\$986,465	\$433,573	\$324,075	\$251,890	\$133,798	\$149,039							\$5,076,000	\$3,184,580
TOTAL	\$4,000,000	\$2,000,000	\$8,724,344	\$7,540,939	\$5,715,170	\$4,024,057	\$3,797,210	\$1,939,845	\$1,907,913							\$48,000,000	\$33,649,478
% Reimbursed			71.6%	75.5%	74.4%	72.6%	67.5%	70.3%	79.3%								73.1%
\$ Reimbursed			\$6,246,630	\$5,693,409	\$4,252,086	\$2,921,465	\$2,563,117	\$1,363,711	\$1,512,975	\$0	\$0	\$0	\$0	\$0	\$0		\$24,590,572

As of : January 18, 2011



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



February 22, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriffs Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period, from December 16, 2010, through December 31, 2010, totaled \$1.9 million. Seventy-nine percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$394,938.

Overtime expenditures for the period, from January 1, 2011, through January 15, 2011, totaled \$2.5 million. Seventy-three percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the actual monetary expenditure for overtime to \$683,521.

The Department remains committed to cutting \$128 million from our budget within a 16-month period through June 2011. One of the most effective strategies utilized to reach this goal continues to be the Cadre of Administrative Reserve Personnel (CARP) program. The employees who comprise the CARP program are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring mandatory staffing. In January 2011, the CARP program filled 5,252 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and January 31, 2011, to 32,817.

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Although the use of the CARP program has been very effective in reducing overtime expenditures; the loss of 8 hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to overtime reduction measures during January 2011, include:

- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- All divisions report delays in the implementation of new projects due to the difficulty in scheduling project meetings as a result of their participation in the CARP program. For example, a training class for 48 potential users of the Timei time management system was postponed because the course instructors were required to complete time entries for vacant timekeeping positions in lieu of paying overtime.
- Technical Services Division reports delays to their Communication Rapid Response Vehicle project because staff was unavailable to move vehicles between Department facilities and the vendor.
- The Mental Evaluation Team (MET) assists patrol deputies with contacts involving the mentally ill or gravely disabled persons, and those who have attempted to commit suicide. The MET assists during contact with these individuals, and also arranges for placement or transports the individuals to appropriate mental health facilities. Homeland Security Division reports 15 requests for the MET went unanswered in January because team members were fulfilling their CARP requirements and/or vacancies went unfilled due to a lack of overtime.
- Custody Operations Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- Correctional Services Division reports an increased backlog of administrative reports. The backlogs include 92 responses to requests from the American Civil Liberties Union and 12 responses required by State and Federal courts.
- All Field Operations Regions report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and

close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 11,285 by January 31, 2011, an increase of 86 percent.

- All investigative units report a reduced level of continuity and efficiency of investigations due to a lack of overtime. In the past, overtime was used to allow detectives to follow leads as they were developed during an investigation. Since the curtailment of overtime, many investigative activities have been postponed until they could be completed within the investigator's 40-hour work week.
- Aero Bureau reports that during January 2011, 521 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests include: 1 arson, 36 assaults with a deadly weapon, 19 requests by deputies for assistance or back-up, 17 requests for checks of areas not visible from the ground, 1 battery, 134 burglaries, 1 carjacking, 2 civil actions, 40 disturbances, 1 suspected drunk driver, 2 forgeries, 42 persons with a gun, 2 persons with a knife, 2 instances of indecent exposure, 3 hit and run vehicle collisions, 7 missing persons, 14 prowlers, 66 robberies, 44 reports of shots fired, 1 rape, 20 spousal assaults, 31 stolen vehicles, 8 instances of trespassing, 5 thefts, 2 reports of threats, 11 reports of vandalism, 3 hang-ups on the 911 system, 1 report of a woman screaming, 1 mentally ill person, 1 foot pursuit, and 3 vehicle pursuits.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts we have experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



March 25, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT ONE YEAR REPORT OF IMPACTS  
ASSOCIATED WITH CURRENT BUDGET CURTAILMENTS**

I need your support in directing the Chief Executive Officer to not further cut the Los Angeles County Sheriff's Department's (Department) budget beyond the current \$128 million reduction of Fiscal Year (FY) 2010-11. As you know, in March 2010, I embarked on an unprecedented 16-month effort to cut \$128 million from the Department's budget by June 2011. A budget curtailment of this magnitude has necessitated a major realignment of personnel and resources to ensure completion of the Department's main mission objectives.

I have worked cooperatively with your offices and the Chief Executive Office (CEO) during this financial crisis and have accepted the reality that my Department has endured more than 70 percent of the Countywide General Fund reduction in FY 2010-11. I have met my financial commitments having realized every possible reduction in our administrative and other support functions, Services and Supplies, Capital Assets, and overtime, as well as having closed a jail. For these reasons, my Department simply cannot absorb any additional cuts without significant further reductions in policing and jail service levels that are vital to community safety.

**Significant Human Resources Toll in Services and Administrative Support**

Despite the best efforts of my staff, this realignment has eroded levels of service, proactivity, responsiveness, and intergovernmental cooperation, which have exemplified the Department during my tenure as Sheriff. In addition to the operational and public safety impacts we have experienced as a result of the budget cuts (Attachment), there

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is also a human toll. The employees of the Department have shown tremendous leadership and resilience during the past 12 months. As a result of the Cadre of Administrative Reserve Personnel (CARP) program and other realignment measures, my employees have willingly accepted weekly changes in their schedules, working hours, work location, and duties. They have performed their CARP responsibilities with enthusiasm and skill, while diligently attempting to maintain the high quality and quantity of their primary roles. This cannot continue indefinitely. The burden of this realignment is evident as Department members have become fatigued and frustrated by the extraordinary conditions to which they have been subjected.

### **Proposed 2011-12 Curtailments**

It had been my hope that some budgetary restoration could be made following our agreed upon 16-month curtailment period. However, as the result of recent budget discussions with the CEO, I have been requested to identify \$52.2 million in net County cost reductions for the upcoming budget year. This is impossible for me to do, having already cut a sum larger than all other County Departments combined in the current fiscal year.

Moreover, my Department must also continue to bear multiple structural shortfalls related to unfunded bonuses, unfunded leaves of absence, unfunded positions, and cost increases totaling \$147 million annually. Subsequently, operations are adversely impacted on a daily basis given that the Department must cover such shortfalls in net County cost funding in order to balance its budget. Therefore, I am unable to curtail any part of the recommended \$52.2 million without directly impacting unincorporated patrol and other main mission County services that will have a detrimental effect on our community's safety. Further, there will be a loss of more deputy sheriff positions in addition to the 500 positions lost in the prior two fiscal years.

It should be noted that even if the Department was funded at current year's levels without further curtailments, we would be required to continue the nearly 1,400 weekly CARP shifts that have hampered our investigative and other support functions. This program saves approximately \$3 million per month in overtime costs. We have maximized the opportunities to CARP additional shifts to reduce overtime, leaving no alternative but to reduce main mission services, if further budgetary curtailments are imposed.

I fully realize that your Board and the CEO will be required to make some difficult decisions in the next few months as to budgetary impacts facing the County. However, it is imperative that you have available the most current information affecting this Department prior to adoption of the final 2011-12 budget. Public safety must remain the County's highest priority.

March 25, 2011

I am committed to working with you to find an equitable solution to the County's budgetary shortfalls, which does not put the safety of the citizens of Los Angeles County at further risk. Should you have any questions or require additional information, please contact me or Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA  
SHERIFF

## **SHERIFF'S DEPARTMENT OVERTIME REDUCTION IMPACTS**

Several key areas of Department operations have been critically impacted due to our budget reduction efforts of the past 12 months:

- All investigators assigned to our station detective units are required to CARP. They spend 20 percent of their work hours per week filling line positions, which require mandatory staffing. This leaves them only 32 hours per week to complete their primary investigative duties. As a result, the number of open cases assigned to these investigators has risen by 81 percent.
- Many investigators have expressed extreme frustration over their inability to conduct timely investigative follow-up. Search warrant operations have routinely been postponed because CARP requirements restricted the number of personnel available to form a search team. While investigators have shown tremendous dedication and flexibility by adjusting their shift hours to avoid using overtime, this has led to inconsistent staffing as their 40 working hours are expended before the end of their work week; often resulting in a depleted workforce during times when requests for service are at their peak.

One specific example of a lack of investigative continuity due to the elimination of overtime funding was reported by the Department's Homicide Bureau (Homicide). In February 2009, an armed kidnap and robbery involving seven members of a criminal street gang occurred in the West Hollywood area. The victim was kidnaped at gunpoint, transported to South Los Angeles, and beaten and robbed of thousands of dollars in cash and jewelry. Homicide became involved because the suspects were also suspects in multiple high profile murders occurring over the past several years. In February 2011, the case was filed and warrants were issued for 4 of the 7 defendants, the other 3 were already in custody for unrelated offenses. However, in an effort to reduce overtime, investigators did not attempt to personally locate the remaining defendants, and full-time surveillance was not authorized due to budget constraints. Only 'spot checks' by surveillance crews and informational bulletins distributed to Los Angeles Police Department have been completed. Consequently, none of the 4 defendants have been located, and continue to pose a threat to the community. It is entirely likely that they will learn of the existence of the warrants from those defendants who are already in custody and will go into hiding to avoid capture.

- There have been severe impacts incurred by our patrol operations, especially the loss of air support due to the grounding of helicopters in lieu of paying the air crew overtime. More than 3,600 requests for air support went unanswered in the past 12 months because overtime was not used to augment flight operations.

It is difficult to provide an adequate picture of the enormity of this impact to our patrol operations; however, the following is one common example: On February 12, 2011, Compton Sheriff's Station requested air support to assist with the vehicle pursuit of a suspect who utilized a deadly weapon to assault deputies. An air unit was not available due to budget constraints. After a five minute pursuit, the suspect's vehicle collided into a patrol vehicle. Fortunately, the suspect was apprehended after a brief foot pursuit and subsequent struggle. The availability of an air unit would have afforded the Watch Commander the capability of utilizing aerial surveillance in lieu of direct vehicle pursuit, and thus possibly preventing the damage to the patrol vehicle and subsequent use of force.

- Custody Operations Division (Custody) has been severely impacted by the Department's budget cuts. Prior to our budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.
- The Department's ability to analyze scientific evidence in a timely manner continues to be hindered by the Department's budget reductions. Scientific Services Bureau (SSB) reports a continuing backlog of narcotics cases awaiting analysis. Due to the extensive training and certification required to perform narcotics analysis, there are a limited number of criminalists who can complete this function. In the past, SSB has relied on overtime to maintain the backlog. The average backlog in 2009 was 256 cases awaiting analysis. On February 28, 2011, that backlog stood at 446 cases, a 74 percent increase.
- Scientific Services Bureau also reports a continuing backlog in fingerprint analysis. In January 2010, SSB reported 413 cases where latent fingerprints were awaiting entry into the Automated Fingerprint Index System (AFIS). As of February 15, 2011, the backlog of cases awaiting entry into AFIS increased by 145 percent to 1,015. Once the AFIS computer analysis is completed and a possible match is identified, the results must be compared by an analyst. The number of cases awaiting assignment to an analyst had more than doubled since January 2010, from 52 (36 of which were homicides) to 193 (108 of which were homicides). Cases that had been assigned to an analyst for comparison and were in progress increased from 51 to 67 cases. The delay in the analysis of fingerprint evidence hampers the overall effectiveness of our investigations and ultimately may allow some criminals to remain at large.
- Court Services Division (CSD) reports an increase in the backlog of work processed by their sworn and civilian process servers due to increased demand for services, CARP obligations, and the curtailment of overtime. The monthly carryover count for unprocessed work in April 2010 was 11,430. That carryover

count increased to 31,993 by the end of January 2011, an increase of 180 percent. CSD also reports an increase in the average number of days accrued between the time they receive a request for process service and the first attempt at service from 5 days to 10.

- The Department's administrative and support functions have also been severely impacted. The backlog of data entry critical to track crime trends and identify possible patterns or suspects has grown by more than 425 percent over the past 12 months. A backlog of critical data entry identifying gang members and their associates has increased to more than 3,200 records. The backlog of overdue responses to service comments made by citizens now stands at 434, an increase of more than 50 percent.



LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



April 29, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period of March 16, through March 31, 2011, were \$2,622,051. Seventy-four percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$592,584.

In June 2011, the Department began its 16-month effort to cut \$128 Million from our budget. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The CARP program has been successful as an effort to curtail overtime. The drastic measures taken to reach these goals have taken a serious burdensome toll on Department operations, which will inevitably have an adverse impact on our public safety efforts.

*A Tradition of Service*

The Department remains vigilant and committed to cutting \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to cut the budget. During the period from March 16 through March 31, 2011, 3,717 positions were filled. This was accomplished in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between September 2010 through March 31, 2011, to 36,663.

Although the use of the CARP program has been very effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to overtime reduction measures during this reporting period include:

- All divisions are continuing to report delays and inability to perform their daily duties due to the participation in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a significant reduction in productivity. Projects and improvement ideas are being delayed and the workload of Law Enforcement Information Sharing sworn staff has increased. Records and Information Bureau report that the decrease in personnel and supervision is resulting in potential organizational liabilities due to faulty warrant data. The deficiency could result in false arrest, illegal detentions, and the potential for officer safety issues.
- Leadership and Training Division reports a continued backlog in processing Force Package reviews and Watch Commander's Service Comment Reports (SCR). They are unable to resolve SCR related discrepancies, generate accountability reports for late or outstanding investigative packets, and accurately prepare for several mediations. There have been delays in the pre-investigation of five new lawsuits and delays in gathering materials for time sensitive discovery.
- Homeland Security Division reports that Aero Bureau was unable to respond to 119 calls for service due to staffing shortages. Metrolink detectives are unable to investigate or complete their cases. Prioritization of duties has left due diligence preparation behind. Due to CARP responsibilities and prolonged staffing shortages, Special Enforcement Bureau's Air Rescue 5 was unable to respond to a mountain rescue call for service. They were also unable to attend a vital interagency training. Transit Services Bureau has a backlog of citations that are



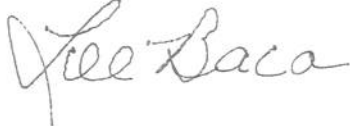
waiting to be entered into the Crossroads system due to seven vacant clerk positions. Four vacant law enforcement technician positions are causing staffing issues on the 911 desk.

- Custody Operations Division (Custody) reports an increase in inmate population density due to curtailment efforts and partial facility closures. To achieve the required budgetary and staffing curtailments, Custody has closed 4,607 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent. Custody Support Services (CSS) is in the process of writing or revising over 100 policies. Some of these are court mandated and others are risk management changes due to past or current litigation. Due to the CARPing of personnel, the majority of these policies are overdue and will continue to expose us to potential liabilities. CSS is responsible for the completion of all inmate death reviews and inmate disturbance reviews. Currently, there are 12 death reviews that have yet to be completed due to scheduling conflicts of CARPing personnel. Disturbance reviews have been consistently one to three months overdue.
- Correctional Services Division reports a continued increase in backlog of administrative projects and reports. Staffing shortage necessitated sergeants and lieutenants to conduct line-level tasks, reducing management and supervision. There were delays in "Quality Control" of jackets, which could cause over detentions and erroneous releases. Intermittently, over the counter bookings at the Inmate Reception Center were closed from 0200-0700 hours due to lack of document control clerks. Medical Services Bureau currently has a backlog of 46 ACLU/Extradition responses and a backlog of 38 court order responses.
- All Field Operations Regions are reporting a continual increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate, solve, and close cases.
- All investigative units are reporting a high number of investigative hours lost due to CARPing of investigators. Follow-up on leads of active investigations are postponed due to the curtailment of overtime and the investigators' inability to complete them in a 40-hour work week. There is a continued reduced level of continuity and efficiency of investigations due to the lost hours.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have

experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy D. Baca". The signature is written in dark ink and is positioned above the printed name.

LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



June 21, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period of April 1, 2011, through April 15, 2011, was \$2,085,546. Seventy-two percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$575,611.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department remains vigilant and committed to cutting \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. During April 1, 2011, through April 15, 2011, CARP personnel filled 2,838 positions in lieu of operating with reduced line staff or expending overtime. This brings the total number of CARP shifts worked between September 2010, through April 15, 2011, to 39,501.

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Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a significant reduction in productivity. Scientific Services Bureau (SSB) reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, and homicide comparison cases. Latent print comparison backlog has increased 225 percent, causing SSB to suspend responses to all vehicle burglaries and patrol stations to print held evidence. SSB will only respond to station/bureau crime scenes when there is an investigator on-site or an appointment is made. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records.
- Leadership and Training Division (LTD) reports delays in Public Records Act requests. They are unable to update or close Pro Per lawsuits and are delayed in providing discovery or information on three lawsuits requiring depositions. LTD also reports delays in the assignment of five newly received claims, and in review and disposition recommendation of three newly received unit claim responses.
- Homeland Security Division reports Aero Bureau was unable to respond to 171 air support calls for service due to staffing shortages. Metrolink detectives were unable to investigate or complete their cases in a timely manner. Metrolink's case closures from 2010 have fallen behind significantly. Transit Services Bureau detectives' caseloads have steadily increased and they were unable to follow up on active Part I cases in a timely manner. Follow-up investigations on pending cases were not completed due to a lack of personnel. Due to CARP responsibilities and prolonged staffing shortages, intelligence sharing with local agencies has been hindered.
- Court Services Division (CSD) reports an increased workload for the professional staff due to staffing vacancies, increase in demand for the civil process service,

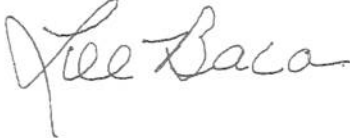
and the inability to use overtime. The backlog of requests for process service, which include levies and eviction cases have increased on a weekly basis. The unprocessed service collections carryover is due mainly to the lack of overtime allowed to keep-up with the increased civil process demand. CSD reports an increase in the number of unprocessed collections, which results in a significant amount of unrealized revenue. The monthly average of process served by sworn personnel has increased, due to the use of supervisors to serve processes to keep up with the demand.

- Custody Division reports an increase in inmate population density due to curtailment efforts and partial facility closures. Operational efficiency and productivity is directly affected due to CARPing of personnel. Reviews and updates on policy (Standards and Compliance) have been delayed. Reduction in time spent on analysis of death reviews, and other audits have also been impacted.
- Correctional Services Division reports a continued increase in backlog of administrative projects and reports. Medical Services Bureau currently has a backlog of ACLU/Extradition responses and a backlog of court order responses. Inmate Reception Center (IRC) reports a delay in releasing female inmates from the Central Regional Detention Facility (CRDF). All Document Control personnel were moved to IRC to offset overtime. This reduced 70 or more shifts of clerk overtime per week, but has slowed down the release process at CRDF.
- Field Operations Regions are reporting a significant amount of investigative hours lost due to station investigators CARPing. Deferred reports are causing in-custody cases to be released due to the 48-hour filing deadline. Detectives have less time to spend investigating their cases, and as a result, solve rates are affected. Significant hours of direct line supervision, clerical, contract, and County patrol services are lost due to a shortage of personnel. This has resulted in extended response times.
- Detective Division reports significant investigative follow-up hours lost due to CARPing of investigators. Follow-up on leads of active investigations are postponed due to the curtailment of overtime and the investigators inability to complete them in a 40-hour work week; among these investigations are homicide cases. There is a continued reduced level of continuity and efficiency of investigations due to lost hours.
- County Services Bureau reports delays in processing Executive Force case reviews due to CARPing commitments. Significant investigative hours have been lost and have caused the detective bureau to cancel and reschedule a planned

Metal Theft Surveillance Operation. CARPing commitments have forced the detective bureau to postpone the investigation of six new incidents.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy Baca". The signature is written in dark ink and is positioned above the printed name.

LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



July 21, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects bi-weekly reporting for the period April 16 – June 30, 2011. Future reports will be generated monthly to better reflect impacts on our service levels and how these continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the period of April 16, 2011, through June 30, 2011, was \$14,996,674. Seventy-nine percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$3,092,193. During this two and one-half month period, CARP personnel filled 12,484 positions in lieu of operating with reduced line staff or expending overtime.

The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective

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strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through June 30, 2011, to 57,859.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

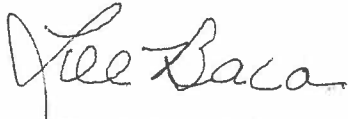
- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is continuing to experience significant reduction in productivity. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records.
- Leadership and Training Division including, the Civil Litigation Unit, the Discovery Unit, and Field Operations Support Services report delays and the postponements of projects, tasks, and day-to-day duties. The backlog is continuing to increase on a weekly basis. Training Bureau had to cancel training classes and reschedule them due to staffing shortages caused by CARPing.
- Homeland Security Division reports Aero Bureau has been unable to respond to air support calls for service due to staffing shortages. Metrolink detectives have been unable to investigate or complete their cases in a timely manner. Detectives from Transit Services Bureau continue to have an increase in their caseloads and have been unable to follow-up on active cases in a timely manner. Follow-up investigations on pending cases were not completed due to a lack of personnel. Due to CARP responsibilities and prolonged staffing shortages, intelligence sharing with local agencies have been hindered.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases are increasing on a

weekly basis. CSD reports an increase in the number of unprocessed collections, which results in a significant amount of unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. The average number of days to attempt service has increased.

- Custody Division reports that curtailment and partial facility closures have continued to reduce inmate housing, leading to an increase in inmate population density. Loss of administrative and public safety hours have been significant due to CARPing of personnel. Follow-up and completions of the monthly inspections are being completed; however, there have been delays in processing the paperwork and completion of proactive reviews of policy and updates (Standards and Compliance).
- Correctional Services Division reports a continued increase in the backlog of administrative projects and reports. Medical Services Bureau currently has a backlog of court order responses. Inmate Reception Center (IRC) reports delays in the "Quality Control" of inmate jackets, which has a potential to cause over detentions and erroneous releases. Over-the-counter bookings at IRC were periodically closed due to the lack of Document Control Clerks and the inability to hire additional staff utilizing overtime. All Document Control personnel were moved from the Century Regional Detention Facility (CRDF) to IRC to offset overtime. This reduced 70 or more shifts of clerk overtime per week, but has caused delays in the release process of female inmates at CRDF.
- Field Operations Regions are reporting a significant amount of investigative hours lost due to station detectives being CARPed. Detectives have less time to spend investigating their cases and, as a result, solve rates are affected. Significant hours of direct line supervision, clerical, contract, and County patrol services are lost due to a shortage of personnel. This has resulted in extended response times.
- Detective Division reports there are significant investigative follow-up hours lost due to the CARPing of investigators. Follow-up on leads of active investigations are postponed due to the curtailment of overtime and the investigators inability to complete them in a 40-hour work week, among these investigations are homicide cases. There is a continued reduced level of continuity and efficiency of investigations due to lost hours.
- County Services Bureau reports a delay in processing Executive Force Case Reviews due to CARPing commitments. Significant investigative hours have been lost and caused the detective bureau to cancel and reschedule a planned surveillance operation. CARPing commitments have forced the detective bureau to postpone the investigation of three new incidents.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during Fiscal Year 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script that reads "Leroy Baca". The signature is written in dark ink and is positioned above the printed name and title.

LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



September 6, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the period of July 1, 2011, through July 31, 2011, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current 2011-12 FY. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the period of July 1, 2011, through July 31, 2011, was \$7,059,172. Seventy-eight percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$1,545,253. During this month's reporting period, CARP personnel filled 5,535 positions in lieu of operating with reduced line staff or expending overtime.

The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective

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strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through July 31, 2011, to 63,355.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Mobile Digital Computer project has slowed significantly due to CARPing. This is critical because the current Mobile Digital Terminal can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records.
- Leadership and Training Division including, the Civil Litigation Unit, the Discovery Unit, and Field Operations Support Services report delays and the postponements of projects, tasks, and day-to-day duties. The backlog is continuing to increase on a weekly basis. Training Bureau had to cancel training classes and reschedule them due to staffing shortages caused by CARPing.
- Homeland Security Division reports Aero Bureau has been unable to respond to air support calls for service due to staffing shortages. Metrolink detectives have been unable to investigate or complete their cases in a timely manner. Detectives from Transit Services Bureau continue to have an increase in their caseloads and have been unable to follow-up on active cases in a timely manner. Follow-up investigations on pending cases were not completed due to a lack of personnel. Due to CARP responsibilities and prolonged staffing shortages, intelligence sharing with local agencies have been hindered.

- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases are increasing on a weekly basis. CSD reports an increase in the number of unprocessed collections, which results in a significant amount of unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. The average number of days to attempt service has increased.
- Custody Division reports that curtailment and partial facility closures have continued to reduce inmate housing, leading to an increase in inmate population density. Loss of administrative and public safety hours have been significant due to CARPing of personnel. The training and scheduling sergeant and deputy were required to CARP to fill line vacancies, which created delays in scheduling standards and training for corrections classes and updating reports. CARP responsibilities also created delays in interviewing and processing work release inmates and electronic monitoring. Follow-up and completions of the monthly inspections are being completed; however, there have been delays in processing the paperwork and completion of proactive reviews of policy and updates (Standards and Compliance).
- Correctional Services Division reports a continued increase in the backlog of administrative projects and reports. Medical Services Bureau currently has a backlog of court order and extradition responses. Inmate Reception Center (IRC) reports delays in the "Quality Control" of inmate jackets, which has a potential to cause over detentions and erroneous releases. Over-the-counter bookings at IRC were periodically closed due to the lack of document control clerks and the inability to hire additional staff utilizing overtime. All document control personnel were moved from the Century Regional Detention Facility (CRDF) to IRC to offset overtime. This reduced 70 or more shifts of clerk overtime per week, but has caused delays in the release process of female inmates at CRDF.
- Field Operations Regions are reporting a significant amount of investigative hours lost due to station detectives being CARPed. Detectives have less time to spend investigating their cases and, as a result, solve rates are affected. Significant hours of direct line supervision, clerical, contract, and County patrol services are lost due to a shortage of personnel. This has resulted in extended response times.
- Detective Division reports there are significant investigative follow-up hours lost due to the CARPing of investigators. Follow-up on leads of active investigations, including homicide cases, are postponed due to the curtailment of overtime and the investigators inability to complete them in a 40-hour work week. There is a

continued reduced level of continuity and efficiency of investigations due to lost hours.

- County Services Bureau reports a delay in processing Executive Force Case Reviews due to CARPing commitments. Significant investigative hours have been lost causing delays in investigations and case follow-up. Cases that are time sensitive are delayed due to CARPing. There are continued delays in processing risk management reports.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a marked decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during Fiscal Year 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script, appearing to read "Leroy D. Baca".

LEROY D. BACA  
SHERIFF





LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



October 21, 2011

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two month period of August 1, 2011, through September 30, 2011, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2011-12. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two month period of August 1, 2011, through September 30, 2011, was \$12,358,683. Seventy-eight percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$2,679,406. During this month's reporting period, CARP personnel filled 11,592 positions in lieu of operating with reduced line staff or expending overtime.

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The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through September 30, 2011, to 76,224.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled. The Los Angeles County Department of Human Resources conducted a semi-annual personnel evaluation audit. During the January 1, 2011, to June 30, 2011, audit, the Department was 91.8 percent compliant, where in the past the Department has been or very near 100 percent compliant. This change is a direct result of administrative duty hours lost due to CARPing.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Mobile Digital Computer project has slowed significantly and they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records. The backlogs are growing to an unmanageable level.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services, report delays and the postponements of projects, tasks, and day-to-day duties. Five deputies assigned to the CLU are CARPing on a weekly basis leading to risk management issues, including the inability to gather documents and discovery in regards to a high media profile lawsuit, process several investigative reports and materials in

regard to a deputy involved shooting, prepare and attend two high dollar mediations, review five new lawsuits, and attend several trials. Training Bureau is continuing to cancel in-service training classes and rescheduling them due to staffing shortages caused by CARPing.

- Homeland Security Division reports Aero Bureau has been unable to respond to priority air support calls for service due to staffing shortages. Metrolink detectives have been unable to investigate or complete their cases in a timely manner. Detectives from Transit Services Bureau continue to have an increase in their caseloads and have been unable to follow-up on active cases in a timely manner. The pending caseload has steadily increased and detectives have been unable to follow-up on robbery, grand theft, and assault with a deadly weapon investigations. Follow-up with informants and other sources on more than a hundred pending cases were not followed-up due to a lack of personnel. Surveillance operations in the south sector, where there is a high number of grand theft auto crimes, are pending due to a lack of personnel. Many property crimes and pending cases are awaiting review by a detective. Fixed posts on several train passenger stations are unfilled due to security assistant vacancies and visibility and fare inspections have been negatively impacted. Also, due to CARPing responsibilities and prolonged staffing shortages, intelligence sharing with local agencies has been hindered.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continue to increase on a weekly basis. CSD reports an increase in the number of unprocessed collections, which results in a significant amount of unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. The average number of days to attempt service has continued to increase.
- Custody Division reports that curtailment and partial facility closures have continued to reduce inmate housing, leading to an increase in inmate population density. Thousands of hours of administrative and public safety hours have been lost due to CARPing of personnel. CARP responsibilities have also created delays in interviewing and processing work release inmates and electronic monitoring. Follow-up and completions of the monthly inspections are being completed; however, there have been delays in processing the paperwork and completion of proactive reviews of policy and updates (Standards and Compliance).
- Correctional Services Division reports a continued increase in the backlog of administrative projects and reports. Medical Services Bureau currently has a backlog of court order and extradition responses. Inmate Reception Center

(IRC) reports delays in the "Quality Control" of inmate jackets, which has a potential to cause over detentions and erroneous releases. Over-the-counter bookings at IRC were periodically closed due to the lack of document control clerks and the inability to hire additional staff utilizing overtime. All document control personnel were moved from the Century Regional Detention Facility (CRDF) to IRC to offset overtime. This reduced 70 or more shifts of clerk overtime per week, but has caused delays in the release process of female inmates at CRDF.

- Field Operations Regions report a significant amount of County patrol services lost due to a shortage of personnel, which results in extended response times to calls for service. Field supervisor positions are left unfilled due to a shortage of supervisors. Operation Safe Streets Bureau currently has thousands of Field Interview Reports backlogged with vital gang intelligence due to a shortage of data entry personnel. Time sensitive cases are not being actively investigated, solve rates have decreased, and case backlogs continue to increase because station detectives have less time to spend investigating their cases. Significant hours of direct line supervision, clerical, and contract services are lost due to a shortage of personnel.
- Detective Division reports there are significant investigative follow-up hours lost due to the CARPing of investigators. Follow-up on leads of active investigations, including homicide cases, are postponed due to the curtailment of overtime and the investigators inability to complete them in a 40-hour work week. There is a continued reduced level of continuity and efficiency of investigations due to lost hours.
- County Services Bureau reports delays in processing Executive Force Case Reviews due to CARPing commitments. The Bureau has six investigator vacancies, which severely impacts their ability to assign and investigate cases. The vacancies, coupled with significant investigative hours lost due to CARPing, have lead to delays in investigations and case follow-up. Cases that are time sensitive are delayed due to CARPing. There are continued delays in processing risk management reports.

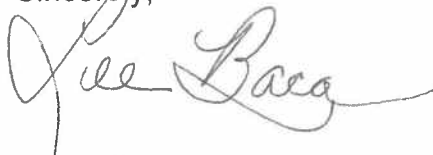
The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced

the reason for CARPing and have collaboratively made the program a success. However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety. The Department will be unable to sustain the continuation of CARPing beyond the current fiscal year.

It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARPing program beyond the current fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script, appearing to read "Leroy Baca", written in dark ink.

LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



January 19, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of October 1, 2011, through November 30, 2011, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2011-12. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of October 1, 2011, through November 30, 2011, was \$11,663,064. Seventy-one percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$3,355,644. During this two-month reporting period, CARP personnel filled 11,870 positions in lieu of operating with reduced line staff or expending overtime.

*A Tradition of Service*



The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through November 30, 2011, to 88,094.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Advanced Surveillance and Protection and the Mobile Digital Computer project has slowed significantly and they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records. The backlogs are growing to an unmanageable level.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services, report delays and the postponements of projects, tasks, and day-to-day duties. A lieutenant, a sergeant, and four deputies assigned to the CLU are CARPing on a weekly basis, which is causing risk management issues, including the inability to gather documents and discovery in regards to a high media profile lawsuit, process several investigative reports and materials in regard to a deputy involved shooting, prepare and attend two high dollar mediations, review five new lawsuits, and attend several trials.



- Homeland Security Division reports a shortage in Aero Bureau personnel to support all flight operations. Metrolink detectives have been unable to investigate or complete their cases in a timely manner. Detectives from Transit Services Bureau continue to have a significant increase in their caseloads and have been unable to follow-up on active cases in a timely manner. The pending caseloads have continued to increase and detectives have been unable to follow-up on their investigations. Special Enforcement Bureau was unable to assist with several warrants and calls for service. County Services Bureau's case workloads have significantly increased due to a shortage of investigators. Executive Force Case Reviews are delayed due to CARPing commitments. Newly assigned cases that are time sensitive are delayed due to CARPing. There are continued delays in processing risk management reports.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continue to increase significantly. CSD reports an increase in the number of unprocessed collections, which results in a significant amount of unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services.
- Custody Division reports that curtailment and partial facility closures have continued to reduce inmate housing, leading to an increase in inmate population density. Thousands of hours of administrative and public safety hours have been lost due to CARPing of personnel. CARP responsibilities have also created a decrease in security and an increased workload. Follow-up and completions of the monthly inspections are being completed; however, there have been delays in processing the paperwork and completion of proactive reviews of policy and updates (Standards and Compliance).
- Correctional Services Division reports a continued increase in the backlog of administrative projects and reports. Medical Services Bureau continue to have backlogs of court orders and extradition responses. Inmate Reception Center (IRC) reports delays in the "Quality Control" of inmate jackets, which has a potential to cause over detentions and erroneous releases. Over-the-counter bookings at IRC were periodically closed due to the lack of document control clerks and the inability to hire additional staff utilizing overtime. The movement of all document control personnel from the Century Regional Detention Facility (CRDF) to IRC to offset overtime has reduced 70 or more shifts of clerk overtime per week, but it has continued to cause delays in the release process of female inmates at CRDF.

- Field Operations Regions are continuing to report a significant amount of County patrol services lost due to a shortage of personnel, which have resulted in extended response times to calls for service. Field supervisor positions are left unfilled due to a shortage of supervisors. Operation Safe Streets Bureau currently has thousands of Field Interview Reports backlogged with vital gang intelligence due to a shortage of data entry personnel. Time sensitive cases are not being actively investigated, solve rates have decreased, and case backlogs continue to increase because station detectives have less time to spend investigating their cases. Significant hours of direct line supervision, clerical, and contract services are lost due to a shortage of personnel.
- Detective Division reports there are significant investigative follow-up hours lost due to the CARPing of investigators. Follow-up on leads of active investigations, including homicide cases, are postponed due to the curtailment of overtime and the investigators inability to complete them in a 32-hour work week. There is a continued reduced level of continuity and efficiency of investigations due to lost hours.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success. However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety. The Department will be unable to sustain the continuation of CARPing beyond the current fiscal year.

It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARPing program beyond the current fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

LEROY D. BACA, SHERIFF

A handwritten signature in cursive script, reading "Paul K. Tanaka". The signature is written in dark ink and is positioned above the printed name.

PAUL K. TANAKA  
UNDERSHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



March 9, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of December 1, 2011, through January 31, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2011-12. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of December 1, 2011, through January 31, 2012, was \$14,622,530. Sixty-nine percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$4,532,192. During this two-month reporting period, CARP personnel filled 10,037 positions in lieu of operating with reduced line staff or expending overtime.

*A Tradition of Service*



The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through January 31, 2012, to 98,131.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled. The Los Angeles County Department of Human Resources conducted a semi-annual personnel evaluation audit. During the July 1, 2011, to December 31, 2011, audit, the Department was 86 percent compliant, where in the past the Department has been at or near 100 percent compliant. This change is a direct result of administrative duty hours lost due to CARPing.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Advanced Surveillance and Protection and the Mobile Digital Computer project has slowed significantly and they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the inability to use overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete the quality assurance checks for imaged records. The backlogs are growing to an unmanageable level. RIB will cancel its participation in the annual command inspection due to personnel shortages, lack of personnel experience, and resource reallocation.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services, report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including the inability to gather documents and discovery in regards to a high media profile

lawsuit, process several investigative reports, prepare and attend two high dollar mediations, review new lawsuits, and follow-up on outstanding claims. Field Operations Support Services were unable to research AB109 Field Operations Directive. Bureau of Labor Relations and Compliance reports delays in obtaining information for the Chief Executive Office staff regarding demographics of the Department. Traffic Services Bureau reports three overdue reconstruction reports for the District Attorney's Office, significant delays in reviewing a multi-million dollar lawsuit against the County involving a collision with one of the Department's transportation buses, and a multi-million dollar lawsuit against the County involving an on-duty deputy involved fatal collision.

- Homeland Security Division reports a shortage in Aero Bureau personnel to support all flight operations. Metrolink detectives have been unable to investigate or complete their cases in a timely manner. Detectives from Transit Services Bureau continue to have a significant increase in their caseloads and have been unable to follow-up on active cases in a timely manner. The pending caseloads have continued to increase and detectives have been unable to follow-up on their investigations. Special Enforcement Bureau was unable to assist with several warrants and calls for service. County Services Bureau's case workloads have significantly increased due to a shortage of investigators. Executive Force Case Reviews are delayed due to CARPing commitments. Newly assigned cases that are time sensitive are delayed due to CARPing. There are continued delays in processing risk management reports.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continue to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in significant unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime to handle the backlog of work assigned to the professional staff, has significantly increased. The monthly average of process served by sworn personnel has decreased in activity by 10.7 percent. Because of CARPing requirements and the inability to use overtime to keep up with the demand in requested service, the average number of days to the first attempt at service from all process has gone up from 9 to 11 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 5 days.
- Custody Division reports that curtailment and partial facility closures have continued to reduce inmate housing, leading to an increase in inmate population density. Thousands of hours of administrative and public safety hours have been lost due to CARPing of personnel. CARP responsibilities have also created a decrease in

security and an increased workload. The Legal Unit was unable to log and process personnel weekly updates, ride-along requests, and civil claims. Proactive internal audits of new electronic tracking have been postponed. Follow-up and completions of the monthly inspections are being completed; however, there have been delays in processing the paperwork and completion of proactive reviews of policy and updates (Standards and Compliance).

- Correctional Services Division reports a continued increase in the backlog of administrative projects and reports. Medical Services Bureau (MSB) continues to have backlogs of court orders and extradition responses. MSB is experiencing delays in transferring State prisoners to State prison. These delays are due to CARPing responsibilities and have resulted in a backlog of medical paperwork and an increased cost to the County. MSB currently has a significant number of overdue evaluations that are incomplete. Inmate Reception Center (IRC) reports delays in the "Quality Control" of inmate jackets, which has a potential to cause over detentions and erroneous releases. Over-the-counter bookings at IRC were periodically closed due to the lack of document control clerks and the inability to hire additional staff utilizing overtime. The movement of all document control personnel from the Century Regional Detention Facility (CRDF) to IRC to offset overtime has reduced 70 or more shifts of clerk overtime per week, but it has continued to cause delays in the release process of female inmates at CRDF.
- Field Operations Regions are continuing to report a significant amount of County patrol services lost due to a shortage of personnel, which have resulted in extended response times to calls for service. Field supervisor positions are left unfilled due to a shortage of supervisors. Operation Safe Streets (OSS) Bureau, Gang Enforcement Teams are fully staffed only 50 percent of the work week. OSS investigators are short staffed causing time sensitive cases from being actively investigated, solve rates have decreased, and case backlogs continue to increase because station detectives have less time to spend investigating their cases. Significant hours of direct line supervision, clerical, and contract services are lost due to a shortage of personnel.
- Detective Division reports there are significant investigative follow-up hours lost due to the CARPing of investigators. Follow-up on leads of active investigations, including homicide cases, are postponed due to the curtailment of overtime and the investigators inability to complete them in a 32-hour work week. There is a continued reduced level of continuity and efficiency of investigations due to lost hours.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our



budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success. However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety. The Department will be unable to sustain the continuation of CARPing beyond the current fiscal year.

It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARPing program beyond the current fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script, reading "Leroy D. Baca". The signature is written in dark ink and is positioned above the printed name and title.

LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



April 26, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of February 1, 2012, through March 31, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2011-12. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of February 1, 2012, through March 31, 2012, was \$16,781,429. Seventy-six percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$4,060,140. During this two-month reporting period, CARP personnel filled 10,592 positions in lieu of operating with reduced line staff or expending overtime.

*A Tradition of Service*

The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, through March 31, 2012, to 108,723.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Advanced Surveillance and Protection and the Mobile Digital Computer project has slowed significantly and they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the unavailability of overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete quality assurance checks for imaged records. RIB will cancel its participation in the annual command inspection due to personnel shortages, lack of personnel experience, and resource reallocation.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services (FOSS), report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including the inability to gather documents and discovery in regards to high media profile lawsuits, processing of investigative reports, prepare and attend mediations, review new lawsuits, and follow-up on outstanding claims. FOSS was unable to research several proposed policy changes and training revisions, and was also delayed in reviewing inspection reports for several units. Bureau of Labor Relations and

Compliance reports a delay in providing information to a bargaining unit regarding two deputy grievances, a delay in assisting one unit commander regarding a coveted position selection, and internal delays in processing significant equity policy violation cases. Traffic Services Bureau reports delays in the investigation of fatal traffic collisions and a delay in gathering discovery to assist County Counsel with 60 active lawsuits.

- Homeland Security Division reports detectives from Transit Services Bureau have been delayed in conducting follow up on criminal cases in a timely manner and their pending caseloads have continued to increase. Special Enforcement Bureau was unable to assist with two high risk search warrants and one body recovery request. County Services Bureau has experienced delays in the assignment and the investigation of active criminal cases, and in the completion of required administrative work due to CARPing efforts of the unit commander, supervisors, and detectives. The remaining units are reporting delays in processing required reports and in completing force investigations.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continue to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime to handle the backlog of work assigned to the professional staff has significantly increased. The monthly average of process served by sworn personnel has decreased in activity by 11.2 percent. Due to CARPing requirements and the inability to use overtime to keep up with the demand of requested service, the average number of days to the first attempt at service from all process has gone up from 9 to 11 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 5 days.
- Custody Division reports thousands of administrative and public safety hours have been lost due to CARPing of personnel. Overtime reduction efforts have decreased staffing and caused delays in the movement of inmates to State mandated recreation, medical appointments, inmate educational programs, court line, and the release line. Fewer available personnel has also resulted in less contraband searches of inmate housing areas, as well as delays in the processing of potential candidates for electronic release and the distribution of inmate mail. Administrative work such as evaluations, mandated inspection reports, and the processing of ACLU inquiries have also been delayed. Medical Services Bureau reports delays in responding to inmate medical complaints and in transferring inmates to State

prisons. The Inmate Reception Center (IRC) reports staffing shortages have caused delays in the release of female inmates, investigations into the suspected over detention of inmates, and the unscheduled closure of the IRC at times for "over the counter" booking from outside agencies. Inmate Services Bureau reports delays in processing inmate requests for enrollment in various educational programs and the recruitment of inmates for these programs.

- Field Operations Regions are continuing to report extended response times to calls for service. Field supervisor positions are left unfilled due to overtime unavailability and supervisors being CARPed into non-supervisory line positions. Station detectives have lost hundreds of investigative hours due to CARPing and parole compliance operations have been reduced. Data entry into various systems has been delayed due to the unavailability of overtime, impacting the timeliness and effectiveness of Department crime analysis.
- Detective Division reports hundreds of investigative hours lost due to the CARPing of investigators and supervisors. Follow-up on leads of active criminal cases, including homicide investigations, were postponed due to the curtailment of overtime and the investigators inability to complete them in a 32-hour work week. Due to lost investigative hours, there is a continued reduced level of continuity and efficiency of investigations.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success. However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety. The Department will be unable to sustain the continuation of CARPing beyond the current fiscal year.

It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARPing program beyond the current fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in blue ink, appearing to read "Leroy D. Baca". The signature is fluid and cursive, with the first name "Leroy" and last name "Baca" clearly distinguishable.

LEROY D. BACA  
SHERIFF





LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



July 5, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of April 1, 2012, through May 31, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2011-12. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been virtually eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of April 1, 2012, through May 31, 2012, was \$20,393,883. Seventy-seven percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$4,689,906. During this two-month reporting period, CARP personnel filled 12,620 positions in lieu of operating with reduced line staff or expending overtime.

*A Tradition of Service*



The Department met its commitment to cut \$128 million from our budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010 and May 31, 2012, to 121,343.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Advanced Surveillance and Protection and the Mobile Digital Computer project has slowed significantly and they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced. Scientific Services Bureau reports a continual monthly increase in backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the unavailability of overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete quality assurance checks for imaged records. RIB will cancel its participation in the annual command inspection due to personnel shortages, lack of personnel experience, and resource reallocation. Quality assurance audits have been delayed for days at a time or indefinitely.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services (FOSS), report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including the inability to gather documents and discovery in regards to high media profile lawsuits, processing of investigative reports, prepare and attend mediations, review new lawsuits, and follow-up on outstanding claims. FOSS was unable to research several proposed policy changes and training revisions, and was also delayed in reviewing inspection reports for several units. Bureau of Labor Relations and

Compliance (BLRC) reports delays in providing information to bargaining units, delays in assisting unit commanders regarding coveted position selections, and internal delays in processing significant equity policy violation cases. BLRC was also unable to produce reports for the Grand Jury as requested. Traffic Services Detail reports delays in the investigation of fatal traffic collisions and a delay in gathering discovery to assist County Counsel with 60 active lawsuits. Risk Management Bureau reports delays in reviewing and producing numerous risk management related reports and policy revisions.

- Homeland Security Division reports detectives from Transit Services Bureau have been delayed in conducting follow-up on criminal cases. Special Enforcement Bureau, Emergency Services Detail (paramedic trained deputies) was unable to provide immediate on-site emergency medical care to Special Enforcement Detail deputies who were handling a barricaded suspect incident. County Services Bureau has experienced delays in the assignment and the investigation of active criminal cases, and in the completion of required administrative work due to CARPing efforts of the unit commander, supervisors, and detectives. They have also experienced delays in the mandatory supervisory review of active criminal investigations. The remaining units are reporting delays in processing required reports and in completing force investigations.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continue to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in \$336,384 of unrealized revenue. CARPing requirements and the inability to use overtime have caused delays in keeping up with the demand in requested services. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime to handle the backlog of work assigned to the professional staff has significantly increased. The monthly average of process served by sworn personnel has decreased in activity by 11.2 percent. Due to CARPing requirements and the inability to use overtime to keep up with the increasing demand of requested services, the average number of days to the first attempt at service from all process has gone up from 9 to 12 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 5.6 days.
- Custody Division reports thousands of administrative and public safety hours have been lost due to CARPing of personnel. Overtime reduction efforts have decreased staffing and caused delays in the movement of inmates to State mandated recreation, medical appointments, inmate educational programs, court line, and the release line. Fewer available personnel has also resulted in less contraband searches of inmate housing areas, as well as delays in the processing of potential

candidates for electronic release, the MERIT program and other education based incarceration alternatives. The unavailability of overtime to staff inmate attorney rooms has delayed attorney visits. Administrative work such as evaluations, mandated inspection reports, and the processing of ACLU inquiries have also been delayed. In-service training hours for sworn and civilian personnel has decreased. Medical Services Bureau reports delays in responding to inmate medical complaints and in transferring inmates to State prison. The Inmate Reception Center (IRC) reports staffing shortages have caused delays in the release of female inmates, investigations into the suspected over detention of inmates, and the unscheduled closure of IRC at times for "over the counter" booking from outside agencies. Inmate Services Bureau reports delays in processing inmate requests for enrollment in various educational programs and the recruitment of inmates for these programs. The Jail Investigations Unit reports delays in responding to inmate incidents, impacting the quality of their criminal investigations.

- Field Operations Regions are continuing to report extended response times to calls for service. Patrol units and field supervisor positions are left unfilled due to overtime unavailability and supervisors being CARPed into non-supervisory line positions. Station detectives have lost hundreds of investigative hours due to CARPing and parole compliance operations have been reduced. Data entry into various systems has been delayed due to the unavailability of overtime, impacting the timeliness and effectiveness of Department crime analysis. The Gang Enforcement Team reports a loss of patrol, investigative, and problem solving time due to CARPing commitments, as does the Community Oriented Policing Services Bureau and station Youth Athletic Leagues.
- Detective Division reports hundreds of investigative hours lost due to the CARPing of investigators and supervisors. Follow-up on leads of active criminal cases, including homicide investigations, were postponed due to the curtailment of overtime and the investigators inability to complete them in a 32-hour work week. Due to lost investigative hours, there is a continued reduced level of continuity and efficiency of investigations.

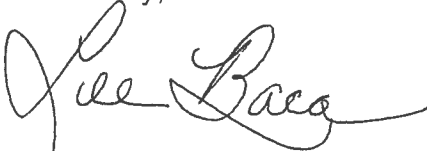
The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2011-12, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success.

However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety.

Despite the negative impact the CARP program has had on the Department, we will continue our CARP effort into FY 2012-13, until such time as we receive adequate funding to meet all of our public safety requirements. It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARP program into the next fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in black ink, appearing to read "Leroy Baca", written in a cursive style.

LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

County of Los Angeles  
Sheriff's Department Headquarters  
4700 Ramona Boulevard  
Monterey Park, California 91754-2169



September 7, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of June 1, 2012, through July 31, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2012-13. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been virtually eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of June 1, 2012, through July 31, 2012, was \$25,648,068. Eighty percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$5,044,852. During this two-month reporting period, CARP personnel filled 11,833 positions in lieu of operating with reduced line staff or expending overtime.

*A Tradition of Service*



The Department met its commitment to cut \$128 million from its budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010 and July 31, 2012, to 133,176.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program. All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports that the Advanced Surveillance and Protection and the Mobile Digital Computer project continues to be delayed significantly, as they are experiencing one to two days of work lost per week due to CARPing. This is critical because the current Mobile Digital Terminals can no longer be repaired or replaced, and newly installed units now in service that fail are not being repaired in a timely manner. Scientific Services Bureau reports a continual monthly increase in the backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. Due to the unavailability of overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete quality assurance checks for imaged records. RIB has seen an increase in the number of juvenile warrant errors requiring additional supervisory oversight. Quality assurance audits have been delayed for days at a time or indefinitely.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services (FOSS), report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including the inability to gather documents and discovery in regards to lawsuits, processing of investigative reports, prepare for and attend mediations, review new lawsuits, and followup on outstanding claims. FOSS was unable to research several proposed policy changes and training revisions, and was also delayed in reviewing command

inspection reports for several units. Bureau of Labor Relations and Compliance (BLRC) reports they were unable to meet with bargaining units, unable to provide a list of eligible candidates for a coveted position as requested, and delays in processing significant equity policy violation cases. BLRC was also unable to followup on equity violation cases and not able to assist as a rater during a recent field training officer selection process. Risk Management Bureau reports delays in reviewing and producing numerous risk management related reports and policy revisions, as well as the inability to attend mediation related to active lawsuits.

- Homeland Security Division reports detectives from Transit Services Bureau have been delayed in conducting follow up on criminal cases, including an assault on a nurse assigned to a County hospital, a "hate incident" report from another County facility, and the theft of \$120,000 from an Automatic Teller Machine located at Harbor General Hospital. The Mental Evaluation Team was unable to conduct station level training for patrol personnel on contacting the mentally ill in the field, and the Crisis Negotiation Team was also unable to conduct any training for field personnel. County Services Bureau supervisors were unable to review active criminal cases nearing their required completion date and continued to experience delays in the assignment of criminal cases.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continued to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in a weekly average of \$276,068 of unrealized revenue. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime has caused the backlog of work assigned to the professional staff to significantly increase. The monthly average of process served by sworn personnel has decreased by 17 percent. Due to CARPing requirements and the inability to use overtime to keep up with the increasing demand of requested services, the average number of days to the first attempt at service from all process has gone up from 9 to 12.6 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 6.5 days.
- Custody Division reports thousands of administrative and public safety hours have been lost due to CARPing of personnel. Overtime reduction efforts have decreased staffing and caused delays in the movement of inmates to State mandated recreation, medical appointments, inmate educational programs, court line, and the release line. Fewer available personnel has also resulted in reduced contraband searches of inmate housing areas, as well as delays in the processing of potential candidates for electronic release, the MERIT program, and other education based incarceration alternatives such as domestic violence and parenting classes. Administrative work such as inmate death reviews, personnel evaluations, mandated



inspection reports, and the processing of ACLU inquiries have also been delayed. In-service training hours for sworn and civilian personnel has decreased and training drills for custody staff have been curtailed. Medical Services Bureau reports delays in responding to inmate medical complaints and in transferring inmates to State prison, as well as a backlog of hundreds of inmate requests for dental services. The Inmate Reception Center (IRC) reports staffing shortages have caused delays in the release of female inmates, investigations into the suspected over detention of inmates, and the unscheduled closure of IRC at times for "over the counter" booking from outside agencies. Inmate Services Bureau reports delays in processing inmate requests for enrollment in various educational programs and the recruitment of inmates for these programs. The Jail Investigations Unit reports delays in responding to inmate incidents, impacting the quality of their criminal investigations.

- Field Operations Regions are continuing to report extended response times to calls for service. Patrol units and field supervisor positions are left unfilled due to overtime unavailability and supervisors being CARPed into non-supervisory line positions. Station detectives have lost hundreds of investigative hours due to CARPing and parole/probation compliance searches have been reduced. Operation Safe Streets Bureau has 3,000 new field interview cards of potential gang members that cannot be entered into their database due to the unavailability of overtime and CARPing requirements. The Gang Enforcement Team reports a loss of patrol, investigative, and problem solving time due to CARPing commitments, as does the Community Oriented Policing Services Bureau and station Youth Athletic Leagues.
- Detective Division reports hundreds of investigative hours lost each month due to the CARPing of investigators and supervisors. Follow up on leads of active criminal cases, including homicide investigations, were postponed due to the curtailment of overtime and the investigators inability to complete them in a 32-hour work week. Due to lost investigative hours, there is a continued reduced level of continuity and efficiency of investigations.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2012-13, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success. However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety.

Despite the negative impact the CARP program has had on the Department, we will continue our CARP effort into FY 2012-13, until such time as we receive adequate funding to meet all of our public safety requirements. It must be the highest priority of your Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARP program into the next fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Assistant Division Director Glen Dragovich, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script, reading "Leroy D. Baca". The signature is written in dark ink and is positioned above the printed name and title.

LEROY D. BACA  
SHERIFF



LEROY D. BACA, SHERIFF

**County of Los Angeles**  
**Sheriff's Department Headquarters**  
**4700 Ramona Boulevard**  
**Monterey Park, California 91754-2169**



November 9, 2012

The Honorable Board of Supervisors  
County of Los Angeles  
383 Kenneth Hahn Hall of Administration  
Los Angeles, California 90012

Dear Supervisors:

**SHERIFF'S DEPARTMENT OVERTIME REPORT BACK**

This correspondence is in response to the Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations. This report reflects the impact on our service levels for the two-month period of August 1, 2012, through September 30, 2012, and how the continued budgetary curtailments erode the Department's public safety mission.

In March 2010, the Department began its 16-month effort to cut \$128 million from our budget through Fiscal Year (FY) 2010-11. The Department is continuing that effort for the current FY 2012-13. Through the use of the Cadre of Administrative Reserve Personnel (CARP) program, the practice of using overtime funds to fill vacancies has been virtually eliminated. The CARP program entails reassigning the majority of the Department's sworn administrative, investigative, and training staff to line positions, which require mandatory staffing for 20 percent of their work week. This leaves CARP members only 32 hours per week to complete their primary duties.

The Department's overtime expenditures for the two-month period of August 1, 2012, through September 30, 2012, was \$26,451,280. Eighty percent of this expenditure was reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual expenditure for overtime to \$5,281,552. During this two-month reporting period, CARP personnel filled 10,890 positions in lieu of operating with reduced line staff or expending overtime.

*A Tradition of Service*

The Department met its commitment to cut \$128 million from its budget within the 16-month period through June 2011. The CARP program has been the most effective strategy to achieve this goal. This brings the total number of CARP shifts worked between March 2010, and September 30, 2012, to 144,066.

Although the use of the CARP program has been effective in reducing overtime expenditures, the loss of eight hours of investigative, supervisory, or administrative work per week per CARP participant has had detrimental effects on the Department's operational efficiency. Reported examples of the mounting operational impacts experienced due to CARP and overtime reduction measures during this reporting period include:

- All divisions continue to report delays and an inability to perform their daily duties due to participating in the CARP program; in addition, supervisor vacancies are left unfilled as supervisors CARP into lower level positions that create a decrease in staff supervision.
- Technical Services Division is experiencing a continued significant reduction in productivity. Communications and Fleet Management Bureau reports continuous delays with planning, maintenance and repairs of existing and future critical systems. The current Mobile Digital Terminals can no longer be repaired or replaced, newly installed units now in service that fail are not being repaired in a timely manner. Scientific Services Bureau (SSB) reports a continual monthly increase in the backlog in the Automated Fingerprint Index System, controlled substance testing, chemical processing, latent print comparison, and homicide comparison cases. At any given time, SSB is backlogged with hundreds of drug test and chemical processing cases, including cases involving homicides. Due to the unavailability of overtime to cover behind staffing shortages, Records and Identification Bureau (RIB) reports a continual increase in their inability to complete background checks sought by law enforcement agencies from around the nation, review booking jackets, seal court ordered arrest records, and complete quality assurance checks for imaged records. RIB has seen an increase in the number of juvenile warrant errors requiring additional supervisory oversight. Due to CARPing requirements, RIB has been unable to participate in unit command inspections.
- Leadership and Training Division, including the Civil Litigation Unit (CLU), the Discovery Unit, and Field Operations Support Services (FOSS), report delays and the postponements of projects, tasks, and day-to-day duties. The CLU personnel are CARPing on a weekly basis, which is causing risk management issues, including: the inability to gather documents and discovery in regards to lawsuits, processing of investigative reports, prepare for and attend mediations, review new lawsuits, and follow-up on outstanding claims. FOSS was unable to research several proposed policy changes and training revisions, and was also delayed in



reviewing command inspection reports for several units. The Weapons Training staff cancelled training classes and was unable to staff mobile ranges for required weapons qualification. Bureau of Labor Relations and Compliance (BLRC) reports they were unable to meet with bargaining units, provide a list of eligible candidates for a coveted position as requested, and experienced delays in processing significant equity policy violation cases. Risk Management Bureau reports delays in reviewing and producing numerous risk management related reports and policy revisions, as well as the inability to attend mediation related to active lawsuits.

- Homeland Security Division reports detectives from Transit Services Bureau have been delayed in conducting follow-up on criminal cases, including an alleged sodomy and a forgery case. The Mental Evaluation Team (MET) was unable to conduct station level training for patrol personnel on contacting the mentally ill in the field and the Crisis Negotiation Team was also unable to conduct any training for field personnel. The MET was also unavailable to assist patrol units in the field with mentally ill service calls, requiring the field units to handle the investigation and transport of alleged mentally ill patients. County Services Bureau supervisors were unable to review active criminal cases nearing their required completion date and continued to experience delays in the assignment of criminal cases.
- Court Services Division (CSD) reports a continued increase in workload for professional staff due to staffing vacancies and the inability to use overtime. The backlog of requests for service of levies and eviction cases continued to increase significantly. CSD reports an increase in the number of unprocessed collections resulting in a weekly average of \$149,068 of unrealized revenue. At the Civil Management Unit, CARP requirements for sworn personnel, coupled with the inability to use overtime, has caused the backlog of work assigned to the professional staff to significantly increase. The monthly average of process served by sworn personnel has decreased by 20 percent. Due to CARPing requirements and the inability to use overtime to keep up with the increasing demand of requested services, the average number of days to the first attempt at service from all process has gone up from 9 to 11.6 days. On average, the first attempt at service for Temporary Restraining Orders has increased from 3 to 5.5 days.
- Custody Division reports thousands of administrative and public safety hours have been lost due to CARPing of personnel. Overtime reduction efforts have decreased staffing and caused delays in the movement of inmates to State mandated recreation, medical appointments, inmate educational programs, court line, visiting, and the release line. Fewer available personnel has also resulted in reduced contraband searches of inmate housing areas, as well as delays in the processing of potential candidates for electronic release, the MERIT program, and other education based incarceration alternatives, such as domestic violence and parenting classes. Administrative work, such as inmate death reviews, personnel evaluations,

mandated inspection reports, and the processing of ACLU inquiries have also been delayed. In-service training hours for sworn and civilian personnel has decreased and training drills for custody staff have been curtailed. Medical Services Bureau reports delays in responding to inmate medical complaints and in transferring inmates to State prison, as well as a backlog of hundreds of inmate requests for dental services. The Inmate Reception Center (IRC) reports staffing shortages have caused delays in the release of female inmates, investigations into the suspected over detention of inmates, and the unscheduled closure of IRC at times for "over the counter" booking from outside agencies. Inmate Services Bureau reports delays in processing inmate requests for enrollment in various educational programs and the recruitment of inmates for these programs. The Jail Investigations Unit reports delays in responding to inmate incidents, impacting the quality of their criminal investigations.

- Field Operations Regions are continuing to report extended response times to calls for service. Patrol units and field supervisor positions are left unfilled due to overtime unavailability and supervisors being CARPed into non-supervisory line positions, resulting in decreased supervision of line personnel. Station detectives have lost hundreds of investigative hours due to CARPing and parole/probation compliance searches have been reduced. Operation Safe Streets Bureau has reduced their gang suppression efforts due to the unavailability of overtime and CARPing requirements. The Gang Enforcement Team reports a loss of patrol, investigative, and problem solving time due to CARPing commitments, as does the Community Oriented Policing Services Bureau and station Youth Athletic Leagues.
- Detective Division reports hundreds of investigative hours lost each month due to the CARPing of investigators and supervisors. Follow-up on leads of active criminal cases, including homicide investigations, were postponed due to the curtailment of overtime and the investigator's inability to complete them in a 32-hour work week. Due to lost investigative hours, there is a continued reduced level of continuity and efficiency of investigations. Some units are CARPing their investigators more than once per week to meet Department goals.

The Department is making every effort to ensure public safety is not compromised as a result of our overtime reduction measures. However, despite our best efforts, we have experienced a noticeable decrease in Departmental efficiency as we strive to fulfill our budgetary obligations. Due to ongoing budgetary curtailments, CARPing will be required to remain in effect during FY 2012-13, with the expectation that there will be continued serious impacts on investigations, training, risk management, and administrative operations. CARPing was intended to be a temporary measure to meet budgetary curtailments over a 16-month period. Department personnel have embraced the reason for CARPing and have collaboratively made the program a success.

However, it has taken a significant human toll on Department personnel, as well as the erosion of public safety.

Despite the negative impact the CARP program has had on the Department, we will continue our CARP effort into FY 2012-13, until such time as we receive adequate funding to meet all of our public safety requirements. It must be the highest priority of the Board to restore critical funding to my Department's budget and eliminate the necessity to continue the CARP program into the next fiscal year.

As always, I look forward to working with your respective offices in a collaborative manner during this period of continued budgetary uncertainty. Should you have any questions or require additional information, please contact Assistant Division Director Glen Dragovich, Administrative Services Division, at (323) 526-5357.

Sincerely,

A handwritten signature in cursive script, appearing to read "Leroy D. Baca". The signature is written in dark ink and is positioned above the printed name.

LEROY D. BACA  
SHERIFF